



# CITY OF DORAL, FL ADOPTED BUDGET



FISCAL YEAR

2025





# **City of Doral**

## **FY 2025 Adopted Budget Book**



### **Adopted Version**

Last updated 12/04/24





# TABLE OF CONTENTS

---

<b>Introduction</b>	<b>4</b>
City Council	5
Distinguished Budget Presentation Award	6
Acknowledgment	7
FY 2025 Adopted Budget at a Glance	8
City Manager's Budget Message	9
Strategic Plan	20
Guide for Readers	27
How to Use This Document	28
Government	29
City History	30
City Overview	33
Organization Chart	37
Consolidated Position Summary	38
<b>Budget Overview</b>	<b>42</b>
Annual Budget Procedures	43
Budgeting and Accounting Basis	44
Budget Schedule	45
FY 2025 Budget Calendar	46
Financial and Budgetary Policies	47
Fund Balance	50
Fund Structure	52
Fund Overview	54
Fund Expenditures	56
Five Year Financial Plan	59
Capital Improvement Element	65
<b>General Fund Revenues</b>	<b>67</b>
General Fund Revenues	68
General Fund Revenue Projections	70
<b>Departments</b>	<b>78</b>
Office of the Mayor & City Council	79
Office of the City Manager	83
Public Affairs Department	89
Economic Development Division	97
Office of the City Clerk	101
Office of Charter Enforcement	106
Human Resources Department	109
Finance Department	115
Procurement & Asset Management Department	120
Information Technology Department	125
Office of the City Attorney	133
Planning & Zoning Department	136
General Government	143



Police Department .....	146
Building Department .....	156
Code Compliance Department .....	157
Public Works Department .....	162
Parks & Recreation Department .....	173
<b>Other Funds .....</b>	<b>184</b>
Transportation Fund .....	185
Park Impact Fee Fund .....	190
Police Impact Fee Fund .....	192
People's Transportation Plan Fund .....	193
Development Services Technology Fee Fund .....	195
Building Fund .....	197
Public Arts Program Fund .....	202
American Rescue Plan Act Fund .....	204
Bond Debt Service Fund .....	205
Capital Improvement Fund .....	209
Capital Asset Reserve Fund .....	210
General Obligation Bond, Series 2019 .....	211
Vehicle Replacement Fund .....	214
General Obligation Bond, Series 2021 Fund .....	216
Stormwater Fund .....	220
Parking Fund .....	225
Other Post-Employment Benefits Fund .....	226
Pension Fund .....	227
<b>Appendix .....</b>	<b>228</b>
Glossary .....	229





---

# INTRODUCTION

---



# City Council



**COUNCILWOMAN**  
**MAUREEN PORRAS**



**VICE MAYOR**  
**OSCAR PUIG-CORVE**



**MAYOR**  
**CHRISTI FRAGA**



**COUNCILMAN**  
**RAFAEL PINEYRO**



**COUNCILWOMAN**  
**DIGNA CABRAL**





## Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

### *Distinguished Budget Presentation Award*

PRESENTED TO

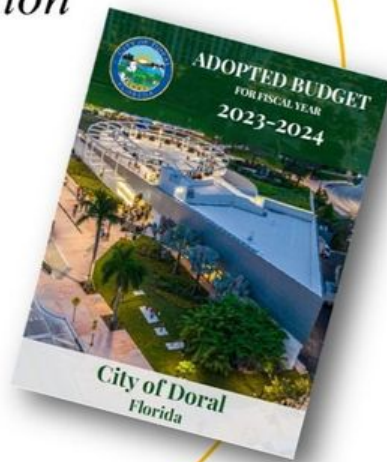
**City of Doral  
Florida**

For the Fiscal Year Beginning

**October 01, 2023**

*Christopher P. Morill*

Executive Director



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **City of Doral, Florida** for its annual budget for the fiscal year beginning **October 1, 2023**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is only valid for a period of one year only. The City believes that the current budget continues to conform to program requirements, and is submitting it to GFOA to determine its eligibility for another award.



## Acknowledgment

This document was prepared by a team of City staff members who worked very enthusiastically, with pride and dedication, to provide meaningful and useful information for the benefit of the citizens, the business community, and the City of Doral organization.

### Management Team



Reinaldo "Rey" Valdes  
CITY MANAGER

Francisco Rios, Deputy City Manager  
Fernando Casamayor, Assistant City Manager/CFO

Lorenzo Cobiella, City Attorney  
Connie Diaz, City Clerk

Jane Decker, Building Director  
Edgard Estrada, Code Compliance Director  
Maggie Forster, Communications Director  
Edwin Lopez, Chief of Police  
Solangel Perez, Finance Director  
Maria Jose, Human Resources Director  
Eylin Fernandez, Acting Innovation & Technology Director  
Michelle Lopez, Acting Community Development/Planning & Zoning Director  
Erin Sullivan, Parks & Recreation Director  
Cheryl Olson, Acting Procurement & Asset Management Director  
Carlos Arroyo, Public Works Director

The following individuals are recognized for their significant contribution in the preparation of this document:

Michelle Guillen, Assistant Finance Director  
Meaghan Arritola, Senior Budget Manager  
Jonathan Lopez, Senior Accountant  
Alfred Pereira, Senior Accountant  
Nicole Nuñez, Finance Coordinator  
Micaela Ortega, Accounting Clerk  
Zenaida Rivera, Payroll Specialist II  
Alifiya Diwan, Finance Clerk





# FY 2025 Adopted Budget at a Glance

## HOW LARGE IS THE CITY'S BUDGET?

Total FY 2025 Budget—All Funds  
**\$138,464,617**



Operating Budget  
(all other funds incl. capital)  
**\$37,918,018**



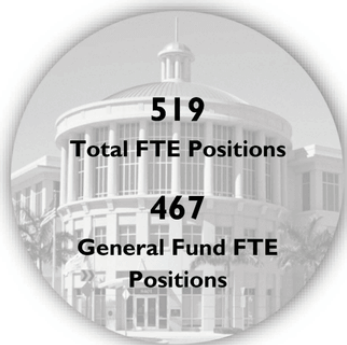
Operating Budget  
(General Fund Only)  
**\$87,507,943**



Capital Improvements Budget  
(General Fund Only)  
**\$13,038,656**

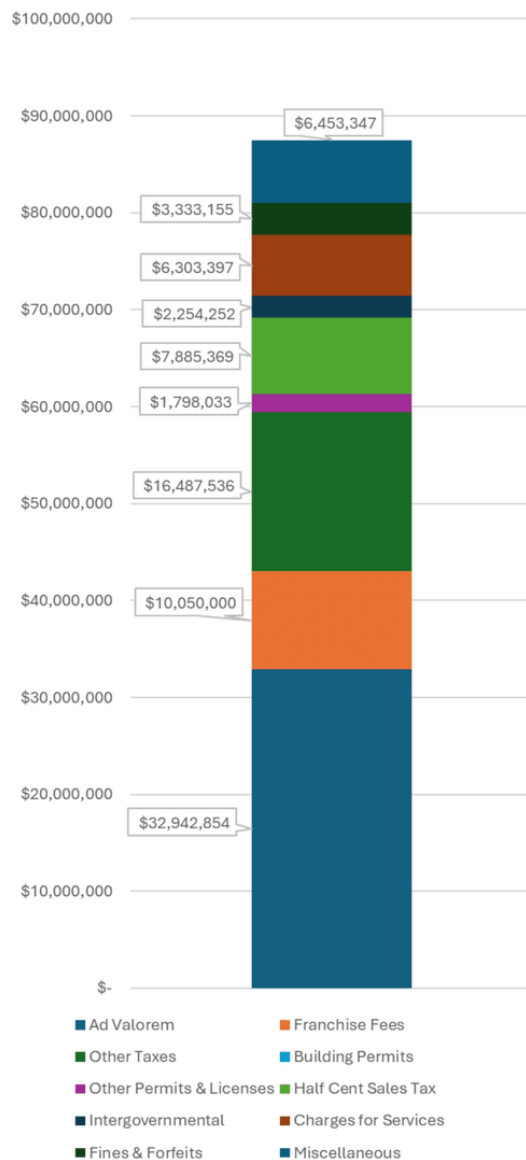


## HOW MANY FULL TIME EQUIVALENT (FTE) POSITIONS ARE INCLUDED IN THE BUDGET?



## WHAT ARE THE CITY'S MAJOR GENERAL FUND RESOURCES?

### FY 2025 GENERAL FUND REVENUES





## City Manager's Budget Message

Dear Honorable Mayor Christi Fraga, Members of the City Council, and Residents:

In accordance with the City of Doral Charter, the Code of Ordinances, and the laws of the State of Florida, I am pleased to present the City of Doral's Adopted Operating and Capital Budget for Fiscal Year (FY) 2025 beginning October 1, 2024 and ending September 30, 2025. The adopted FY 2025 budget is a responsible fiscal plan that stresses financial viability and sustainability, invests in public safety, and puts tax dollars to work to improve the quality of life in Doral.

Doral has steadily grown from a sparsely populated suburban enclave into one of the undisputed economic success stories in the region. According to a variety of demographic indicators, Doral has experienced rapid economic growth since its incorporation in 2003 and has quickly become one of Miami-Dade County's most significant local economies.

Recent increases in population and property values provide evidence of a city on a vigorous growth trajectory. The most up-to-date estimates from the Florida Bureau of Economic and Business Research indicate that Doral's population has increased by 7.2% since 2020 to an estimated 81,318 inhabitants in 2023. That vigorous population increase is reflected in the Miami-Dade County Property Appraiser's estimate for this fiscal year of a 10.1% increase in Doral's Taxable Value.

The municipality is also investing in the city's well-being. The community is now enjoying the benefits of the City of Doral's Parks Bond, with the highly anticipated revamped Doral Central Park opening in FY 2025. As the final stages of the bond projects are completed, Doral's residents will see transformational amenities come to fruition that will improve quality of life and offer enduring benefits to the entire community for decades to come.

It's important to note that all these important public initiatives have been implemented while maintaining a responsible budget and robust reserves, an accomplishment which can be fully evidenced in this responsible, well-rounded budget. The detailed economic information in this budget provides Doral's residents and businesses with clear evidence of the city's ongoing growth. As Doral continues to develop and mature, stakeholders can feel assured that their city's economy is thriving, and all signs point toward continued prosperity.

### **Budget Approach**

Each year, as part of the strategic budgeting approach, Strategic Planning Sessions take place with the City Council and staff to identify key priorities and initiatives. These Strategic Planning Sessions are open to the public and provide a window for our stakeholders to observe city leaders and department directors as they exchange business strategies and identify Doral's Strategic Plan for the next fiscal year. This approach provides the administration with the perspective needed to align the budget with the Council's policy goals and submit associated budget requests to achieve desired performance outcomes.

The budget is guided by and is consistent with the Vision, Mission, Core Values, and Goals and Objectives of the City of Doral. The overall budget is prepared to meet the criteria of the Council's strategic priorities. It also reflects the administration's commitment to sound financial and operational practices that realizes the growing community's needs and expectations of exceptional services.

VISION: The premier city to live, work, learn, and play.

MISSION: To serve our city by continuously enhancing quality of life through community engagement, exceptional service, and accountability.

CORE VALUES: Integrity; Family; Excellent Service; Communication; and Teamwork.

The strategic focus areas and goals identified for the FY 2025 Adopted Budget are:

- **Public Safety:** Ensure the well-being and security of residents and visitors by further reducing crime, striving to prevent accidents, and responding effectively to emergencies. This includes a broad range of considerations, such as policing, adequate lighting, and other infrastructure-related measures.
- **Exceptional Service:** Prioritize resident needs and interests, regularly seeking and responding to feedback, and continually striving to improve service delivery. Develop and implement innovative service delivery models, utilizing technology and data to improve efficiency and effectiveness, and invest in staff development and training.

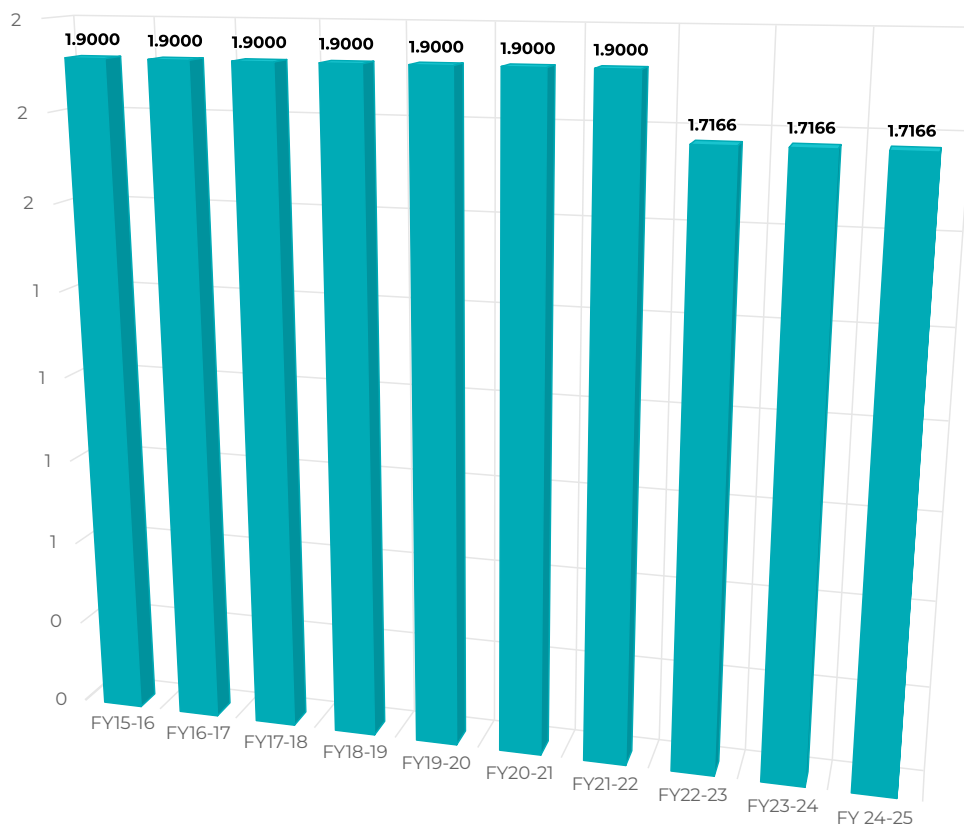




- Transportation: Develop and implement a comprehensive transportation plan that considers the needs of all users, including pedestrians, cyclists, public transit riders, and motorists. This plan should include a mix of transportation modes, including public transit, cycling infrastructure, pedestrian walkways, and roads and highways, all while working to reduce traffic through improving connectivity.
- Parks and Recreations: Create and maintain high-quality, safe, and accessible parks, open spaces, and recreational facilities, and provide engaging and enriching programming options that promote public health, enhance quality of life, and support economic development in the city.
- Revenue Growth & Efficiencies: Raise sufficient funds to support the delivery of services and programs to residents, while also ensuring financial stability and sustainability over the long term. This requires a balanced approach that prioritizes responsible fiscal management, transparency, community engagement, and equity.

The recommended budget includes appropriate funding to continue addressing these identified demands in a thoughtful and deliberate manner, with a goal to keep the millage rate the same for residents. The FY 2025 adopted budget as presented here is based on the adopted millage rate of 1.7166 mills. On July 1st, the Property Appraiser certified the taxable value to each taxing authority (the City). The City's estimated current year's gross taxable value for operating purposes increased to \$20,200,797,371. When the increase in ad valorem revenues is considered in conjunction with the increase in inflation or CPI, the net increase in revenues to the City as projected at the current and adopted millage rate is \$3,012,672.

**Millage Rate Comparison FY 2015-16 to FY 2024-25**



Doral is a source of much pride and confidence. The City continues to achieve successes that sustains it as the premier place to “Live, Work, Learn and Play”. The City continues to be diligent in its pursuit of excellence, which was evidenced by both Standard and Poor’s (S&P) Global Ratings and Fitch Ratings, assignment of AA+ rating to the City’s General Obligation (GO) Bond Series 2019 and 2021 issuance. On September 10th, 2024, Fitch Ratings upgrade Doral’s rating from AA+ to AAA. We are confident that with this budget the City will be able to navigate the challenges ahead while maintaining its strong financial position. High bond ratings enable the City to borrow and repay money at a much lower interest rate which translates into savings for taxpayers. Fiscal discipline and vigilance have been instrumental in building a strong financial foundation and positioning the City of Doral for a bright future.



## **General Obligation Bonds - Parks & Recreation Projects**



On November 6th, 2018, the City of Doral residents voted to approve a referendum authorizing the issuance of general obligation bonds not to exceed \$150,000,000 for the improvements of parks, natural areas and recreational facilities. The Bond Referendum authorized the financing of the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields, and approximately five miles of walking/cycling trails.

The City's first bond issuance, or tranche, Series 2019 was issued for \$45,100,000.00. The principal and interest on the bonds are secured by a pledge of the full faith, credit and taxing authority of the City without limitation. The bond will mature over a 30-year period. The average coupon rate is 3.2%, with the average yield at 2.9%, and the true interest cost at 3.0%.

The City's second bond issuance, or tranche, Series 2021 was issued for \$86,145,000.00. The bond will mature over a 30-year period. The average coupon rate is 4.1% and the true interest cost is 2.6%.

The adopted debt service millage rate of .4810 mills will be levied to generate sufficient revenues to cover the debt service cost of FY 2025.

The City has embarked on an accelerated schedule to provide residents with these exciting new amenities. To date the City has completed construction and improvements at Doral White Course Park, Doral Cultural Arts Center, Doral Meadow Park, Morgan Levy Park, Trails and Tails Park, and Phase I of the Trails Network.

The construction of Doral Central Park remains on schedule, with the completion of Phase 4 anticipated in FY 2025. This facility will be the largest park in the City and one of the largest in the region. The Park will feature an indoor recreational facility, an aquatics center, tennis courts, basketball courts, picnic areas, a skate spot and pump track, playgrounds, and an amphitheater (funded by the General Fund). Improvements to the City wide Trails Network, Phase II, are ongoing, with segments moving into the permitting and construction phase in FY 2025.





## **Budget Summary**

<b>FUND</b>	<b>ADOPTED BUDGET FY 2023-24</b>	<b>ADOPTED BUDGET FY 2024-25</b>	<b>INCREASE (REDUCTION)</b>
General	\$ 79,629,401	\$ 100,546,599	\$ 20,917,198
Transportation	\$ 2,801,183	\$ 5,429,070	\$ 2,627,887
Park Impact Fee	\$ 428,400	\$ 375,000	\$ (53,400)
Police Impact Fee	\$ -	\$ -	\$ -
People's Transportation Plan (CITT)	\$ 5,020,000	\$ 6,375,000	\$ 1,355,000
Development Services Technology Fee	\$ 376,989	\$ 376,989	\$ -
Building	\$ 7,669,904	\$ 7,748,305	\$ 78,401
Public Arts Program	\$ 1,040,000	\$ 1,040,000	\$ -
American Rescue Plan Act	\$ -	\$ -	\$ -
Debt Service	\$ 7,574,131	\$ 7,579,631	\$ 5,500
Capital Improvement	\$ -	\$ 265,000	\$ 265,000
Park G.O. Bond - Series 2019	\$ 835,006	\$ 55,869	\$ (779,137)
Park G.O. Bond - Series 2021	\$ 413,746	\$ 4,523,744	\$ 4,109,998
Vehicle Replacement	\$ 150,000	\$ 150,000	\$ -
Stormwater	\$ 3,851,630	\$ 3,989,410	\$ 137,780
OPEB	\$ 10,000	\$ 10,000	\$ -
<b>Total</b>	<b>\$ 109,800,390</b>	<b>\$ 138,464,617</b>	<b>\$ 28,664,227</b>

The FY 2025 adopted total operating and capital budget for all funds is \$138,464,617. The total budget represents an increase of \$28,664,227 or 26% compared to the FY 2024 adopted budget across all funds. The City's principal fund, the General Fund, is adopted at \$100,546,599, or 72% of the total budget. It is important to note that the General Obligation Bond, Series 2019 proceeds of \$46,356,299 were encumbered in FY 2019, and the General Obligation Bond, Series 2021 proceeds of \$104,224,543 were encumbered in FY 2021; for the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields, and approximately five miles of walking/cycling trails.

The City's Finance Department develops a five-year budget cycle, which provides the administration with the ability to envision the future financial picture for the City based on current information. Thus, allowing administration to navigate the City on a successful course. The City is placing great emphasis on the accuracy of the budget forecasts. Now, with a focused eye, the City must maintain diligence and precisely execute the budget plan enclosed.

A summary of changes between the proposed to adopted budget can be found on the City's website via the City Clerk's Office page under Council Meetings. A direct link to the changes can be found [here](#).

### **General Fund**

In the current FY 2024, the City of Doral continued in a strong financial position, with the General Fund having an estimated total fund balance of \$73,922,697, and unassigned fund balance of \$41,700,734. It is our goal to maintain the General Fund Balance well above the 15% target. Maintaining a healthy fund balance is an indicator of the fiscal health for the City and it allows us to address unbudgeted and unplanned emergencies and other significant events.

The FY 2025 General Fund budget is adopted at \$100,546,599 an increase of \$20,917,198 or 26.3% from the prior year. The administration has forecasted Doral's future development and plans to manage the anticipated growth in a responsible and sustainable manner. Under the guidance of the City Council, the City strives to serve the community by pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government. The City Council has and continues to make sound financial and operational decisions to achieve the community's expectations of excellent services now and in the years to come. The following is a brief introduction to the FY 2025 adopted budget:



FY 2025 ADOPTED GENERAL FUND CONSOLIDATED ITEMS DETAIL										
DEPARTMENT	SALARIES & OTHER WAGES	FRINGE BENEFITS	PERSONNEL TOTAL	OPERATING COSTS	CAPITAL OUTLAY	OPERATING TRANSFERS <sup>2</sup>	DEBT SERVICE	GRANTS & AIDS	DEPARTMENT TOTAL	
10005 CITY COUNCIL	677,121	512,498	1,189,619	338,500	-	-	-	-	-	1,528,119
11005 CITY MANAGER	839,946	375,077	1,215,023	48,750	-	-	-	-	-	1,263,773
11505 PUBLIC AFFAIRS	827,124	281,206	1,108,330	183,328	-	-	-	-	-	1,291,658
11605 ECONOMIC DEVELOPMENT	198,989	102,701	301,690	62,830	-	-	-	-	-	364,520
12005 CITY CLERK	384,124	159,206	543,330	236,600	-	-	-	-	-	779,930
13005 CHARTER ENFORCEMENT	62,807	27,315	90,122	3,210	-	-	-	-	-	93,332
20005 HUMAN RESOURCES	994,215	373,030	1,367,245	241,977	-	-	-	-	-	1,609,222
21005 FINANCE	855,844	406,066	1,261,910	93,530	-	-	-	-	-	1,355,440
21505 PROCUREMENT AND ASSET MANAGEMENT	386,118	141,165	527,283	215,700	-	-	-	-	-	742,983
22005 INFORMATION TECHNOLOGY	2,092,865	891,375	2,984,240	4,875,393	631,500	-	-	-	-	8,491,133
30005 CITY ATTORNEY	-	-	-	955,000	-	-	-	-	-	955,000
40005 PLANNING & ZONING	881,361	379,850	1,261,211	690,050	29,000	-	-	-	-	1,980,261
50005 GENERAL GOVERNMENT	250,000	1,009,488	1,259,488	5,318,955	-	1,227,200	1,830,938	217,500	-	9,854,081
60005 POLICE	21,631,632	11,469,005	33,100,637	1,906,744	5,168,456	-	-	-	-	40,175,837
71005 CODE COMPLIANCE	1,164,520	423,352	1,587,872	45,100	-	-	-	-	-	1,632,972
80005 PUBLIC WORKS	2,701,559	1,168,710	3,870,269	3,758,905	294,500	-	-	-	-	7,923,674
90005 PARKS & RECREATION	6,517,641	1,739,924	8,257,565	6,159,099	6,088,000	-	-	-	-	20,504,664
<b>FY 2025 ADOPTED BUDGET</b>	<b>\$ 40,465,866</b>	<b>\$ 19,459,968</b>	<b>\$ 59,925,834</b>	<b>\$ 25,133,671</b>	<b>\$ 12,211,456</b>	<b>\$ 1,227,200</b>	<b>\$ 1,830,938</b>	<b>\$ 217,500</b>	<b>\$</b>	<b>\$ 100,546,599</b>
<b>FY 2024 ADOPTED BUDGET<sup>1</sup></b>	<b>\$ 34,821,288</b>	<b>\$ 17,632,231</b>	<b>\$ 52,453,519</b>	<b>\$ 19,548,303</b>	<b>\$ 4,358,667</b>	<b>\$ 1,050,000</b>	<b>\$ 2,008,912</b>	<b>\$ 210,000</b>	<b>\$</b>	<b>\$ 79,629,401</b>
<b>FY 2025 v. FY 2024 INCREASES (DECREASES)</b>	<b>\$ 5,644,578</b>	<b>\$ 1,827,737</b>	<b>\$ 7,472,315</b>	<b>\$ 5,585,368</b>	<b>\$ 7,852,789</b>	<b>\$ 177,200</b>	<b>\$ (177,974)</b>	<b>\$ 7,500</b>	<b>\$</b>	<b>\$ 20,917,198</b>
Percent Change <sup>3</sup>	16.21%	10.37%	14.25%	28.57%	180.16%	16.88%	-8.86%	3.57%		26.27%

<sup>1</sup> Does not include approved amendments to the budget and/or carryovers of previous year's projects.

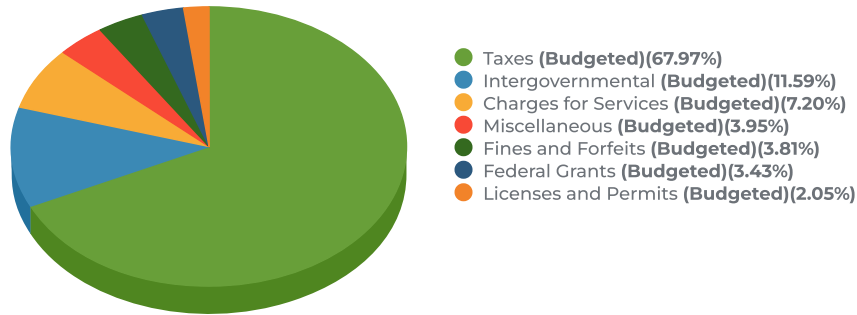
**Note 2**

Total Expenditures	\$ 87,107,943.00
Capital Outlay for all DEPT's	\$ 12,211,456.00
Operating Transfers-Out:	
OPEB Liability Fund	\$ 400,000.00
	\$ 400,000.00
Capital Transfers-Out:	
Capital Improvement Fund	\$ 257,200.00
Capital Asset Reserve Fund	\$ 420,000.00
Vehicle Replacement Fund	\$ 150,000.00
	\$ 827,200.00
<b>Total</b>	<b>\$ 100,546,599.00</b>

<sup>3</sup>The overall increase in the budget is 26.27%



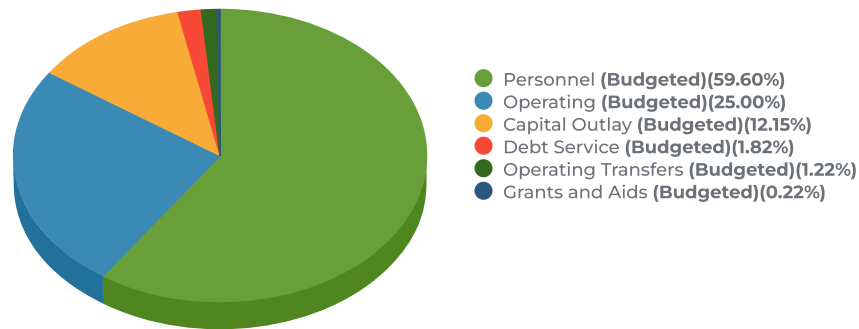
## General Fund Revenue Analysis



- General Fund Revenues: Total revenues are projected to be \$87,507,943, a 14.7% increase over the prior year's adopted revenue projection of \$76,270,734.
  - Taxes comprise 67.98% of all revenues with Ad Valorem taxes with a millage rate of \$1.7166 per \$1,000 of taxable value, which represents \$32,942,854 and comprises 37.65% of the total General Fund Revenues.
  - Inter-Governmental revenue is projected at \$10,139,621, an increase of 3.9% of the prior fiscal year and comprises 11.59% of the total General Fund Revenues.
  - Licenses and Permits are projected at \$1,798,033, an increase of 2.7% of the prior fiscal and comprises 2.05% of the total General Fund Revenues.
  - All other revenues are projected at \$16,089,899, an increase of 57.3% of the prior fiscal year and comprise 18.37% of the total General Fund Revenues.



## General Fund Expenditure Analysis



- General Fund Expenditures: Total expenditures are projected to be \$99,319,399, an 24.7% increase over the prior years adopted expenditure projection of \$79,629,401. The following are highlights of the General Fund Expenditure budget for FY 2025:
  - Projected personnel expenditures are \$59,925,834, an increase of \$7,472,315, or 15.25% from the prior year. Total expenditures include a 4% COLA increase and up to a 6.5% merit increase for non-bargaining employees. A vacancy trend adjustment savings has been applied to certain departments, as not all positions will be filled 52 weeks per year. The percentage ranges from 0-8%, depending on historical trends for each department.
  - Projected operating expenditures are \$25,133,671, an increase of \$5,585,363 or 28.57% which includes funding related to public safety, recreational programming including for seniors and special needs, and fleet maintenance operations.
  - Projected capital expenditures are \$12,211,456, an increase of \$7,852,789, or 180.16% over FY 2024 and includes funding for IT infrastructure, replacement of equipment in the Police Department, along with equipment and capitalizable services in the Public Works Department.
  - Projected operating transfers out of \$1,227,200, include \$257,200 to the Capital Improvement Fund, \$420,000 to the Capital Asset Reserve Fund, \$400,000 to the OPEB Liability Fund, and \$150,000 to the Vehicle Replacement Fund. Moreover, funding is included for debt service payments of \$1,830,938, and grants and aids of \$217,500.

# FY 2025 General Fund Summary

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	ACTUAL FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		84,062,638	89,058,948	98,023,807	98,023,807		98,023,807	73,922,697	73,922,697
<b>REVENUES</b>									
	TAXES	51,862,321	57,420,279	54,532,609	54,532,609	51,571,679	54,774,109	59,480,390	59,480,390
	LICENSES & PERMITS	2,223,569	2,298,400	1,750,000	1,750,000	2,427,555	1,877,800	1,798,033	1,798,033
	INTERGOVERNMENTAL	9,240,268	11,149,045	9,756,711	9,756,711	9,132,712	9,756,711	10,139,621	10,139,621
	CHARGES FOR SERVICES	3,538,966	3,918,082	5,196,245	5,196,245	5,967,807	5,478,417	6,303,397	6,303,397
	FINES AND FORFEITS	2,039,388	1,793,051	1,451,000	1,451,000	895,987	967,406	3,333,155	3,333,155
	MISCELLANEOUS	(2,269,975)	4,605,696	3,584,169	13,584,169	15,592,224	13,771,803	6,438,000	6,453,347
	<b>TOTAL REVENUES</b>	<b>66,634,537</b>	<b>81,184,553</b>	<b>76,270,734</b>	<b>86,270,734</b>	<b>85,587,966</b>	<b>86,626,246</b>	<b>87,492,596</b>	<b>87,507,943</b>
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	-	-	3,358,667	3,358,667	-	3,358,667	12,191,456	13,038,656
	PRIOR YEAR OPERATING BALANCES	-	-	-	32,221,963	-	32,221,963	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>3,358,667</b>	<b>35,580,630</b>	<b>-</b>	<b>35,580,630</b>	<b>12,191,456</b>	<b>13,038,656</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>66,634,537</b>	<b>81,184,553</b>	<b>79,629,401</b>	<b>121,851,364</b>	<b>85,587,966</b>	<b>122,206,876</b>	<b>99,684,052</b>	<b>100,546,599</b>
<b>EXPENDITURES BY DEPARTMENT:</b>									
10005	CITY COUNCIL	1,196,303	1,216,623	1,445,176	1,445,176	1,277,515	1,445,176	1,636,448	1,528,119
11005	CITY MANAGER	695,613	1,120,533	1,243,999	1,243,999	1,205,668	1,243,999	1,337,322	1,263,773
11505	PUBLIC AFFAIRS	848,731	895,562	1,217,493	1,332,239	1,044,964	1,208,493	1,348,605	1,291,658
11605	ECONOMIC DEVELOPMENT <sup>6</sup>	0	0	0	0	0	0	378,015	364,520
12005	CITY CLERK	506,171	548,083	688,371	688,371	573,834	542,113	745,405	779,930
13005	CHARTER ENFORCEMENT	399	0	80,050	80,050	899	80,050	95,306	93,332
20005	HUMAN RESOURCES	894,007	1,019,595	1,404,458	1,404,458	1,100,522	1,404,458	1,622,692	1,609,222
21005	FINANCE	919,171	996,696	1,307,784	1,307,784	1,027,010	1,307,784	1,357,114	1,355,440
21505	PROCUREMENT AND ASSET MANAGEMENT	271,211	180,462	391,519	391,519	321,290	391,519	725,781	742,983
22005	INFORMATION TECHNOLOGY	5,775,044	7,438,893	7,718,229	8,035,075	6,016,068	8,035,075	8,486,028	8,491,133
30005	CITY ATTORNEY	721,173	951,912	955,000	955,000	618,544	955,000	795,000	955,000
40005	PLANNING & ZONING	1,237,668	1,419,531	1,614,497	1,685,159	1,294,039	1,717,785	2,046,794	1,980,261
50005	GENERAL GOVERNMENT	5,176,586	5,530,767	6,531,599	6,994,200	6,610,842	6,676,320	7,152,318	8,626,881
60005	POLICE	26,886,550	29,407,486	35,479,402	35,710,966	31,120,389	35,710,966	40,852,584	40,175,837
71005	CODE COMPLIANCE	1,243,898	1,225,769	1,582,573	1,582,573	1,324,004	1,574,953	1,653,805	1,632,972
80005	PUBLIC WORKS	5,737,799	7,161,500	7,106,068	8,373,458	6,426,290	7,813,743	7,975,896	7,923,674
90005	PARKS & RECREATION	5,866,493	11,656,283	9,813,183	39,569,922	28,240,712	39,569,922	20,247,739	20,504,664
	<b>TOTAL EXPENDITURES</b>	<b>57,976,816</b>	<b>70,769,695</b>	<b>78,579,401</b>	<b>110,799,949</b>	<b>88,202,589</b>	<b>109,677,356</b>	<b>98,456,852</b>	<b>99,319,399</b>
<b>INTERFUND TRANSFER OUT <sup>2</sup></b>		<b>3,661,410</b>	<b>1,450,000</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,227,200</b>	<b>1,227,200</b>
<b>TOTAL GENERAL FUND EXPENDITURES <sup>1</sup></b>		<b>61,638,226</b>	<b>72,219,695</b>	<b>79,629,401</b>	<b>111,849,949</b>	<b>89,252,589</b>	<b>110,727,356</b>	<b>99,684,052</b>	<b>100,546,599</b>
	USE OF FUND BALANCE	-	-	3,358,667	3,358,667	-	3,358,667	12,191,456	13,038,656
	PRIOR YEAR OPERATING BALANCES <sup>5</sup>	-	-	-	32,221,963	-	32,221,963	-	-
<b>ENDING FUND BALANCE <sup>3 4</sup></b>		<b>\$ 89,058,948</b>	<b>\$ 98,023,807</b>	<b>\$ 94,665,140</b>	<b>\$ 72,444,592</b>		<b>\$ 73,922,697</b>	<b>\$ 61,731,241</b>	<b>\$ 60,884,041</b>
<b>15% REQUIRED RESERVE</b>		<b>\$ 9,245,734</b>	<b>\$ 10,832,954</b>	<b>\$ 11,944,410</b>	<b>\$ 16,777,492</b>		<b>\$ 16,609,103</b>	<b>\$ 14,952,608</b>	<b>\$ 15,081,990</b>

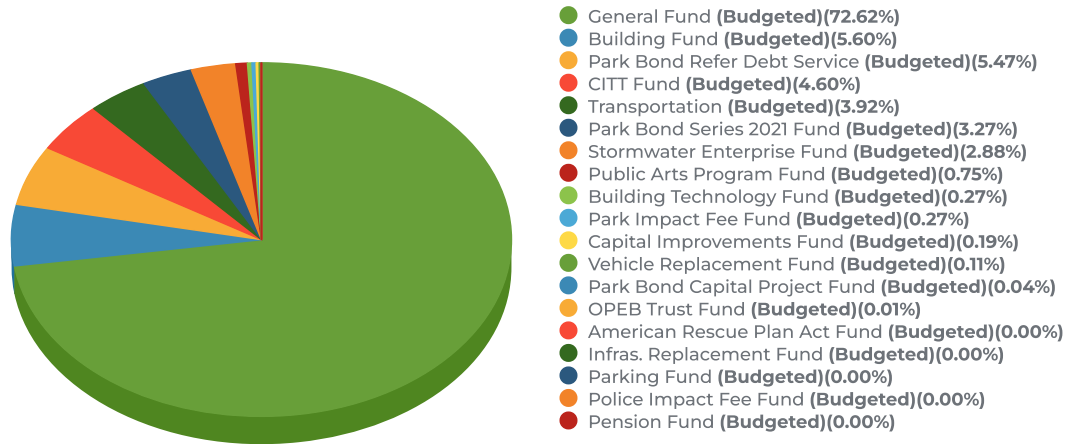
\*Includes approved amendments to the budget and/or carryovers of previous year's projects.

**NOTES:**

- (1) Operating expenditures (excluding Capital Outlay & Operating Transfers to Other Funds) Total: \$87,107,943
- (2) Interfund Transfers Out are budgeted from the General Government Department
- (3) FY 2021-22 Fund Balance reflects a difference of \$1,946,193 when compared to financial statements, due to presentation difference for OPEB Fund
- (4) FY 2022-23 Fund Balance reflects a difference of \$2,440,664 when compared to financial statements, due to presentation difference for OPEB Fund
- (5) FY 2023-24 Amended Budget Prior Year Operating Balances includes a \$32,221,963 Purchase Order for the Doral Central Park Project
- (6) FY 2024-25 Economic Development was broken out from the Public Affairs Department as a Division of the City Manager's Office



## Adopted Budget by Fund as a % of Total Budget



### Special Revenue Funds & Other Funds

The adopted budget for all other funds is \$37,918,018 which is 27.4% of the overall budget broken down into the following funds:

- The Transportation Fund is projected to receive \$5,429,070 in revenues, which includes a use of \$3,264,957 of fund balance reserves; expenditures are projected to be \$5,429,070 which includes: \$489,158 in personnel expenditures, \$1,501,772 in operating expenses and \$3,438,140 in capital outlay.
- The Park Impact Fee Fund is projected to receive \$375,000 in revenues, which includes a use of \$45,000 of fund balance reserves; expenditures are projected to be \$375,000 which includes: \$0 in operating expenses and \$375,000 in capital outlay.
- The Police Impact Fee Fund is projected to receive \$305,000 in revenues and has no projected expenditures for FY 2024-25.
- The People's Transportation Fund is projected to receive \$6,375,000 in revenues, which includes a use of \$1,367,736 of fund balance reserves; expenditures are projected to be \$6,375,000 which includes: \$4,490,000 for operating expenses and \$1,885,000 for capital outlay.
- The Development Services Technology Fee Fund is projected to receive \$376,989 in revenues, which includes a use of \$119,989 of fund balance reserves; expenditures are projected to be \$376,989 in operating expenses.
- The Building Fund is projected to receive \$7,748,305 in revenues, which includes a use of \$2,726,805 of fund balance reserves; expenditures are projected to be \$7,793,051 which includes: \$5,341,565 in personnel expenditures, \$2,234,380 in operating expenses, and \$172,360 in capital outlay.
- The Public Arts Program Fund is projected to receive \$1,040,000 in revenues which includes a use of \$690,000 of fund balance reserves; expenditures are projected to be \$1,040,000 which includes: \$190,000 in operating expenses, and \$850,000 in capital outlay.
- The American Rescue Plan Act Fund received \$12,878,948 in revenues between FY 2020-21 and FY 2021-22. During FY 2023-24, as per Ordinance 2024-12, there was a transfer to the General Fund of \$10,000,000 for Police salaries reimbursement associated with the COVID-19 Pandemic. There are no projected revenues or expenditures, funds will be carried forward into FY 2024-25.
- The Debt Service Fund is projected to receive \$9,230,754 in revenues; expenditures are projected to be \$7,579,631.
- The Capital Improvement Fund is projected to receive \$265,000 in revenues which includes: an operating transfer-in of \$257,200 from the General Fund and a use of \$7,800 of fund balance reserves; expenditures are projected to be \$265,000.
- The Capital Asset Reserve Fund is projected to receive an operating transfer-in of \$420,000 from the General Fund.
- The Park General Obligation Bond, Series 2019 Capital Project Fund, is projected to receive \$55,869 in revenues which includes a use of \$55,869 of fund balance reserves; expenditures are projected to be \$0 in operating expenses, and



\$55,869 in capital outlay. Refer to the fund section of the budget for details on the use of bond proceeds and adopted bond projects.

- The Vehicle Replacement Fund is projected to receive \$150,000 in revenues which includes: \$150,000 as a operating transfer-in from the General Fund; expenditures are projected to be \$150,000 in capital outlay.
- The Park General Obligation Bond, Series 2021 Capital Project Fund, is projected to receive \$4,523,744 in revenues which includes a use of \$4,273,744 of fund balance reserves; expenditures are projected to be \$4,523,444 which includes: \$466,124 in personnel expenditures, \$57,620 in operating expenditures, and \$4,000,000 in capital outlay. Refer to the fund section of the budget for details on the use of bond proceeds and adopted bond projects.
- The Stormwater Fund is projected to receive \$4,890,000 in revenues; expenditures are projected to be \$3,989,410, which includes: \$469,077 in personnel expenditures, \$1,317,539 in operating expenses, \$1,627,500 in capital outlay, \$575,294 in debt service, and \$900,590 to fund balance.
- The Other Post-Employment Benefits Fund is projected to receive \$400,000 in the form of an operating transfer-in from the General Fund; expenditures are projected to be \$10,000 in operating expenses.

### **Summary Of Major Budget Highlights**

There are some expenditures that remain out of our purview such as the effects of the COVID-19 pandemic, medical and insurance costs, and legislative/policy actions at the federal and state levels that may impact our financial forecasts, but with a proper budget plan the City may mitigate the impact of these challenges.

Our tax dollars are improving the City by:

- Investing in police outreach initiatives and increasing public safety
- Building new parks for families
- Connecting roads, adding sidewalks, and building out critical infrastructure

The FY 2025 Adopted Budget contains funding for on-going services to the community. The following are the highlights:

- Grand Re-Opening of Doral Central Park
- Funding for an update to the Parks Master Plan
- Continue roadway construction, milling, resurfacing, and beautification projects
- Citywide intersection improvements
- Restoration of landscaping on median bullnoses, traffic circles and entry monuments citywide
- Continue mailing of quarterly QR postcards to all homes to strengthen communication campaigns
- Expand advertising, marketing, and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets.
- Computer device upgrades for Departments to optimize use of new technology and improve efficiency; along with city wide AV systems improvements to conference/meeting rooms
- City wide Business Process Improvement initiatives, and best practices to reduce waste and cost, and improve efficiencies and quality of service
- Improve customer service through training programs







### **Conclusion**

As your City Manager, I would like to express my sincere appreciation to the members of the City Council for their continued guidance and support throughout the development of this adopted budget. This is a budget that will deliver the quality services that our residents expect while retaining the City's strong financial position.

I want to thank everyone who assisted in the development of this year's budget, including the department directors and all City departments. Special recognition is extended to the Finance Department for their outstanding efforts in the development of this budget, as well as, managing the public dollars entrusted to be used in a prudent manner.

The FY 2025 Adopted Budget was formally presented to City Council at the first public hearing on September 3, the final public hearing on September 17, and at the continuation of the final public hearing on September 30, 2024, at City Hall Council Chambers. I look forward to working with you, our neighbors, and our team of public servants as we move forward as a City into our next fiscal year.

*Reinaldo "Rey" Valdes*

City Manager

# Strategic Plan

The City of Doral developed a strategic plan that will guide and inspire the organization over the next 3-5 years, driven by a unified vision and shared values, aligned by organizational goals and objectives, and accountable by the specific actions and initiatives required to achieve them.

The objective and deliverables of the strategic work are structured into three steps: **AIM, ALIGN, and ACHIEVE**.



## TERMINOLOGY USED IN THIS PLAN

### Strategic goals:

Strategic goals provide direction, focus, and a way to measure progress and success, as well as help align all efforts and actions towards the overall mission and vision of the organization. They serve as a roadmap for decision-making and resource allocation and help to ensure that all efforts and actions are aligned with the overall mission and vision of the organization.

### Key metrics/performance indicators (KPI):

Performance metrics used to track progress of strategic goals.

### Key Initiatives:

Prioritized initiatives and projects to be executed in support of achieving the strategic goals. Key initiatives are part of a strategic plan which also includes detailed actions and milestones.

### Vision statement:

A statement that outlines the desired future state of the community and the goals that the city is working towards achieving.

### Mission statement:

A statement of purpose and communicates the City Councils' current key objectives and/or services to meet the needs of its citizens and community.

### Values:

Organizational values are the shared beliefs and principles that guide the behavior, decisions, and actions of city officials, and employees serving the community.

### Vision

The premier city to live, work, learn, and play.

### Mission

To serve our city by continuously enhancing quality of life through community engagement, exceptional service, and accountability.

### Values

- Integrity
- Family
- Excellent Service
- Communication
- Teamwork



## Strategic Goals



### **Public Safety**

Public safety is essential for creating a healthy, vibrant, and prosperous city. It helps to protect lives and property, maintain social order, support economic growth, foster community engagement, and improve the overall quality of life for residents.

**Goal:** Ensure the well-being and security of residents and visitors by reducing crime, preventing accidents, and responding effectively to emergencies. This includes a broad range of considerations, such as policing, adequate lighting, and other infrastructure-related measures.

Key Metrics/Performance Indicators	FY 23 - 24
Routine Police Response Time	8 minutes or less 90% of the time
Emergency Police Response Time	6 min or less 90% of the time
Crime Rate Reduction	5% decrease from last year

### **Exceptional Service**

Provide high-quality and responsive services to all residents. Exceptional service means going above and beyond basic service delivery to exceed resident expectations, foster trust and confidence in government, and build a strong sense of community.

**Goal:** Prioritize resident needs and interests, regularly seeking and responding to feedback, and continually striving to improve service delivery. Develop and implement innovative service delivery models, utilizing technology and data to improve efficiency and effectiveness, and invest in staff development and training.

Key Metrics/Performance Indicators	FY 23 - 24
Response Time to Inquires from Businesses/Residents	Within 24 hours for 90% of inquiries
Customer Satisfaction Surveys	90% or higher satisfaction rate
First Contact Resolution	90% of issues resolved during initial contact

### **Transportation**

Providing transportation solutions is essential for creating a healthy, vibrant, and prosperous city. It enhances economic development, improves access to services, promotes equity and inclusion, reduces congestion and emissions, and enhances the quality of life for residents.

**Goal:** Develop and implement a comprehensive transportation master plan that considers the needs of all users, including pedestrians, cyclists, public transit riders, and motorists. This plan should include a mix of all transportation modes, including public transit, cycling infrastructure, pedestrian walkways, and roads and highways.



Key Metrics/Performance Indicators	FY 23 - 24
Increase Transit Ridership	10% over previous year
Road Safety Enhancements	7% reduction of traffic incidents
Overall Trolley Performance	95% overall customer satisfaction

### **Parks and Recreation**

Develop and maintain a comprehensive parks and recreation plan that considers the needs of all residents. This plan includes the development and maintenance of parks, playgrounds, sports fields, community centers, trails, and other recreational facilities, as well as, a diverse range of programming options that appeal to all ages, interests, and abilities.

**Goal:** Create and maintain high-quality, safe, and accessible parks, open spaces, and recreational facilities, and provide engaging and enriching programming options that promote public health, enhance quality of life, and support economic development in the city.

Key Metrics/Performance Indicators	FY 23 - 24
Green Space Expansion	2+ locations identified
Recreational Facility Maintenance (implement regular maintenance)	90% satisfaction rate from survey
Customer Service Trainings	2x per year

### **Revenue Growth & Efficiencies**

Generating revenue from various sources is essential for the city to provide exceptional services to its residents. By funding infrastructure projects, public safety, economic development, and quality-of-life initiatives, the city can create vibrant and prosperous communities that support the health, safety, and well-being of all residents.

**Goal:** Raise sufficient funds to support the delivery of services and programs to residents, while also ensuring financial stability and sustainability over the long term. This requires a balanced approach that prioritizes responsible fiscal management, transparency, community engagement, and equity.

Key Metrics/Performance Indicators	FY 23 - 24
Increase Sponsorship Revenue	25% increase from FY 22-23





# Strategic Initiatives

The City of Doral's strategic initiatives aim to enhance economic development, community safety, sustainability, and quality of life for its residents and businesses.

## **Public Safety**

### **1. Increase Police Staffing**

Increase police staff by 5% this fiscal year. Additional police will be utilized to increase police visibility throughout the city in order to deter crime and create continuous presence at several areas like CityPlace and Downtown Doral.

### **2. Additional Lighting**

The City will benefit from a liaison with FPL to decrease the amount of non-functioning lights throughout the city. This will create an environment where pedestrians and cyclists will feel safer using the sidewalks and bike lanes. Increased visibility in the streets will decrease the likelihood of certain crimes taking place. The City will conduct quarterly inspections of streetlights on public and private properties resulting in a 10% reduction in nighttime crime incidents.

### **3. Traffic Safety Enhancement**

The City is committed to lowering the number of traffic accidents by 5% through targeted enforcement and road safety awareness campaigns.

### **4. Leverage Technology (License Plate Readers)**

Install license plate readers at four perimeter intersections to achieve 100% city perimeter visibility by the end of the year. It will provide real-time tag information for all vehicles entering and leaving the city, thereby enhancing public safety for our residents.

License Plate Readers

- Intersection 1: 74 ST and 97 Ave
- Intersection 2: 90 ST and 107 Ave
- Intersection 3: 90 ST and 114 Ave
- Intersection 4: 58 ST and 79 Ave

### **5. Improve Infrastructure Safety Improvements**

*Crosswalks:* Create "high emphasis" crosswalks that will help to create a safer and more pedestrian-friendly environment. Improve visibility, signage, and consistency, prioritizing pedestrian needs, and reducing vehicle speeds.

- Using eye-catching designs
- Install prominent signage
- Use high-quality materials
- Install lighting
- Prioritize pedestrian safety

*Bike Paths:* Implement best management practices for bike path rider protection.

- Designate bike path and lanes
- Build physical barriers
- Signage and markings
- Ensure proper lighting

### **Stormwater Drainage**

Improve storm water drainage by adopting a 25-year event storm water retention ordinance (currently 5-10 year event), by next fiscal year.

## **Exceptional Service**

### **1. Beautification of the City**

*Beautification task force:* Meet quarterly to enforce and encourage private property owners adjacent to main thoroughfares within the city to also take measures to beautify their properties.

*Smart City:* Ensure that all city technology projects align with the smart government guidelines for sustainability and resiliency to enhance quality of life as well as the beautification of the city.

### **2. Education Plan**

*Building Department:* Work with Public Affairs to inform and educate customers on Building Department processes and procedures to promote exceptional service.

*Host annual Department Fair:* Host a yearly department fair and invite the community to learn about key city departments,



provide on-site service, and answer questions. To be completed Q2 of FY 2024.

More video content: Work to engage and inform the community by increasing the number of video content by 5% compared to previous year.

### **3. Comprehensive Communication Plan**

Develop a Communications Plan to identify processes and centralize and unify messaging across the organization for all uses. Plan will include:

Weekly email newsletter: Highlights items of public interest (Parks, Business Resources, Upcoming Events, Council Initiatives, etc.)

Establish partnerships: Partner with organizations (private, community, media) to communicate more effectively with the community at large.

Newsletter delivery through postcards with QR codes: Replace print bi-annual newsletter with a more cost effective alternative - mail postcards with QR code for residents to easily scan to access the full newsletter digitally.

Activity Highlights: There will be work with Public Affairs to spotlight a minimum of one activity or project per month, including attendance at HOA meetings and coordinating outreach activities with the objective to drive more awareness in the community.

### **4. Retain and Attract Talent**

Disability Policy: Make modifications to the current disability policy and provide supervisory training by the 3rd quarter of the year.

Expand City Wellness Program: Increase the City's current wellness status by expanding the wellness program for Public Safety participation within the 2nd quarter of the fiscal year.

Benefits: Enhance the current benefits plan by promoting flexible schedules within the 2nd quarter of the fiscal year.

Succession Planning: Ensure exceptional service to the community by developing and implementing an internal succession plan to retain and attract talent, ensure continuity of operations and reduce department attrition to be completed by the 4th quarter of the fiscal year.

## **Transportation**

### **1. Improve Trolley Service**

Increase the number of Doral Trolley fleet by 5 vehicles by the 4th quarter of Fiscal Year 2023-24. The goal is to reduce traffic congestion, improve trolley service reliability, and reduce service headway. Note: This will be a repetitive goal for the next 3 to 4 Fiscal Years to be able to expand the Doral Trolley service as provided in the adopted February 2020 Doral Trolley / SMART Plan Coordination Study.

### **2. Updated Pedestrian Multi-Use Path Plan**

Complete the 2023 Transportation Master Plan Update by the second quarter of Fiscal Year 2024-25. The Transportation Master Plan Updated will include the updated Pedestrian Multi-Use Path Plan which was first developed in the 2009 City of Doral Bikeway Network Plan. Once the Pedestrian Multi-Use Path Plan is updated, the Public Works will budget funds for the implementation of the proposed improvement as part of the 5-year Capital Improvement Plan (CIP).

### **3. Expand On-Demand, Door-to-Door Transit**

Develop the On-Demand door-to-door transit Request for Proposal (RFP) in the third quarter of Fiscal Year 2022-23. The new contract term will look to expand the current on-demand, door-to-door transit service beyond the Downtown Doral and surrounding areas to potentially cover the entire City while complementing the Doral Trolley Service. The expansion will assist in reducing parking demands and provide first and last mile transit options.

## **Parks & Recreation**

### **1. Creation of Cultural Arts Division**

The Parks & Recreation Department will work with Human Resources to create a Cultural Arts Division within the department and hire the necessary staff in the upcoming FY 23-24 budget. This will provide dedicated staff that focus and specialize in cultural arts programming to continue to enhance offerings to the community.

### **2. Increase Community Programming**

Increase and diversify programming offered, specifically focusing on senior citizen and special needs groups to allow more opportunities for residents to receive services and participate in a variety of activities.

### **3. Complete Doral Central Park**

Work with the Project Management Team, architect and contractor to open Phase 2/3 by Summer 2024 and Phase 4 by 1st quarter of 2025.



#### **4. Updated the Parks Master Plan**

Advertise a solicitation to select a firm to work on an update to the Parks System Master Plan by the end of 2024. Work with the selected firm to conduct community and department outreach/feedback to create an update to the City's Park System Master Plan, focusing primarily on people and programs, as well as creative ways to expand services with park limited space by the end of 2025.

### **Revenue Growth & Efficiencies**

#### **1. Annexation / Reduce Mitigation Schedule**

The annexation of Sections 6 and 15 is one of the most important initiatives of the City of Doral due to its proximity to the city, economic development significance, increase in property taxes and consistency with the comprehensive plan. The City of Doral should work closely with Miami-Dade County Board of County Commissioners and staff to reduce the mitigation schedule from seven (7) years to four (4) years, obtain approval from Miami-Dade County Board of County Commissioners and complete the interlocal agreement by 2024.

#### **2. Acquire Affordable Land**

Identifying, acquiring, and developing lands in the city for "land banking" is vital for generating funds to maintain the level of service for our parks and recreation programs, open spaces, environmental sustainability, quality of life, and for attracting new to market businesses to the City of Doral.

#### **3. Create Division to Manage City-wide Sponsorships**

The establishment of a centralized sponsorship database provides the city with an efficient and cost-effective tool for corporations, small businesses, and NGOs to be matched with city sponsored cultural events, senior programming and special events benefitting the entire community. Staff will contact comparable municipalities with either a centralized sponsorship program or a similar initiative to develop and implement the city's centralized sponsorship program operating standards. The administration shall implement the City's "Centralized Sponsorship" by the end of the 2024 calendar year.

#### **4. Identify taxes and fees that the City is entitled to receiving**

Taxes and fees are one of the most significant revenue streams used by the city to finance the operating budget, debt service, and unfunded mandates or projects responsible for maintaining the city's level of services and quality of life. By 2024, the Finance Department will conduct a comprehensive study of potential taxes and fees from federal, state, county and local programs that are available to the City of Doral.

#### **5. Working on Mixed Use Project which generates Revenue through P3**

By no later than the close of fiscal year 2025, staff in conjunction with the elected officials and residents shall prepare a list of no more than three (3) potential P3 projects (i.e., mobility hub) in order to expand the city's existing infrastructure capability to accommodate the demographics and economic growth; and enhance the city's general revenues.

#### **6. Identify Redevelopment Projects consistent with Comprehensive Plan**

By 2025, the City of Doral shall implement an economic development element to the comprehensive plan with specific goals, objectives and policies to ensure that the future redevelopment incorporates uses that are consistent with the community vision, contribute to the city taxbase, and have minimal impacts on existing infrastructure.

#### **7. Update Park, Road, and Police Impact Fees**

The establishment of impact fees is an efficient way for new development to pay for all or a share of the costs of providing public services, and to upgrade the impacted infrastructure. Staff shall review and update annually, if necessary, the city's park, police and road impact fees to ensure that new developments are paying the actual costs of infrastructure improvements. In 2024, staff shall develop a legally binding methodology that simplifies the collection of local road impact fees.



## Strategy Scorecard

Staff developed the City of Doral Community Dashboard in early 2023. The intent of the dashboard is to provide a high-level look at the performance of each of the City's strategic outcomes.

This dashboard reinforces the City's commitment to accountability, transparency in government, and continuous improvement. Through the community dashboard and other performance measurement initiatives, we monitor our progress toward community goals. Every measure on the dashboard has a target by which each performance is evaluated. The dashboard is updated quarterly and is reviewed by the City's senior staff and department heads. An overview of the results are provided to the Council during a workshop. The purpose is to understand the performance of each outcome and to determine where actions and steps must be taken in order to improve results. Targets are updated annually as part of the budgeting process. They are finalized prior to the publishing of the first quarter's results.

The City's Strategic Plan contains specific initiatives which address concerns in the community while also continuously improving results within each outcome. During the annual Strategic Planning Workshop, staff align the strategic initiatives with each of the strategic goals. The intent of this activity is to clearly display the City's performance toward the achievement of each of the strategic goals. Where desired results are not delivered, staff will evaluate the proper actions to take in order to improve performance.





## Guide for Readers

The Fiscal Year 2024-2025 Annual Budget for the City of Doral, Florida is intended to serve four purposes:

### **The Budget as a Policy Guide**

As a policy document, the budget serves to inform the reader about the organization and its policies. The budget includes organization-wide financial and programmatic policies and goals that address long-term concerns and issues, as well as its short-term financial and operational policies that guide the development of the budget for the upcoming year. This budget document details the services the City will be providing during the twelve month period from October 1, 2024 through September 30, 2025. The departmental budget sections provide goals, objectives, and activity reports for each department.

### **The Budget as a Financial Plan**

As a financial plan, the budget details the costs associated with providing municipal services and how the services will be funded. The General Fund Section includes a summary and detailed description of all revenues and expenditures. The budget document explains the underlying assumptions for the revenue estimates and discusses significant revenue trends. In addition, there is discussion of the City's accounting structure and budgetary policies. The City of Doral, as virtually every other government, has provisions for amending the budget during the fiscal year. This is essential as priorities change and emergencies are encountered requiring the revision of the yearly budget. This is a normal and wise practice that is essential for the City to be able to reflect the changing priorities of its community.

### **The Budget as an Operations Guide**

As an operations guide, the budget details how departments and the General Fund are organized. The budget informs the reader of all the activities, services and functions carried out by each department. In addition, the budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City. Each departmental budget section includes a description of the department's function, its goals and objectives, activity reports, authorized positions, budget highlights and the budgetary appropriation.

### **The Budget as a Communication Device**

As a communication device, the budget provides summary information to aid the reader in interpreting the document. Charts, graphs, tables, and text are included in every section to consolidate the information. The budget document also includes a detailed table of contents. Finally, the budget includes the Budget Message Section, which provides readers with a condensed analysis of the fiscal plans of the City for the upcoming year.



# How to Use This Document

We have made every effort to make this book as easy as possible to read, but we understand just how difficult it can be to find what you are looking for in such a complex document. To make your search easier, we have provided several tools to assist you.

## **Organization of this Book**

The main Table of Contents starts on page 7 and provides an overview of the different sections of the book.

The City of Doral's Annual Budget is divided into different sections: Introduction, Budget Overview, General Fund Revenues, Departments and Funds.

**Introduction** – This section contains the City Manager's Budget Message, Strategic Plan, Guide for Readers, How to Use this Document, and a Government history, overview, organizational chart, and a position summary.

**Budget Overview** – This section contains a discussion of our financial policies, an overview of the budget process and an introduction to fund budgeting for Fiscal Year 2025, as well as, the Capital Improvement Element and Five-Year Financial Plan.

**General Fund Revenues** – This section contains a detailed revenue summary of General Fund revenue accounts

**Departments** - This section contains a detailed revenue summary and explanation, expenditure summary, and a breakdown of each department which includes its function, objectives, performance indicators, progress report, authorized positions and budget highlights.

**Funds** – This section contains a detailed revenue and expenditure summary for the General Fund, Transportation Fund, Parks Impact Fee Fund, Police Impact Fee Fund, People's Transportation Plan Fund, Development Services Technology Fee Fund, Building Fund, Public Arts Program Fund, American Rescue Plan Act Fund, Bond Debt Service Fund, Capital Improvement Fund, Capital Asset Reserve Fund, General Obligation Bond Fund, Series 2019, Vehicle Replacement Fund, General Obligation Bond Fund, Series 2021, Stormwater Fund, Parking Fund, Other Post-Employment Benefits Fund, and Pension Fund.

A Glossary of the terminology used in this document that is either technical in nature or unique to the City of Doral is provided. Each term is given a short entry that defines it within the context in which we use the term.

## **Sample Department Section for FY 2025 Budget**

1. **Title** - Indicates the name of the department
2. **Table of Organization** - An organizational chart showing the breakdown of divisions and staff headcount for the department.
3. **Department Function** - A brief description of the department's mission or purpose, overview of major duties, services or functional responsibilities.
4. **Accomplishments (for Prior Fiscal Year)** - List of prior year accomplishments and status of current year budget initiatives that support the City's Strategic Goals.
5. **Objectives (for Future Fiscal Year)** - Lists anticipated accomplishments for the department as they relate to the City Council's Budget Priorities and Strategic Goals by area. When applicable, the objective should be specific, measurable, aggressive/attainable, results oriented and time bound.
6. **Activity Report** - This communicates the activity or performance data for the department, focusing on results and accomplishments that link to the department's goals and objectives.
7. **Strategic Priorities Chart** - This chart lists the department's strategic priorities linked to a specific area of the City's Strategic Plan, along with the associated project description and cost for that fiscal year.
8. **Budget Highlights** - List of enhancements, initiatives, or significant changes in expense budget line items of the department's proposed or adopted budget. (Reflect budget line items that have a variance of +/- 5%).
9. **Authorized Positions Chart** - A summary of budgeted positions counts that includes budgeted for two prior years, current year budgeted, proposed, or adopted budget and annual salary figure.
10. **Budget Summary** - A summary of budgeted revenues and expenditures that includes actuals for two prior years, current year budgeted, current year actuals, year-end estimates and proposed or adopted budget.



## Government

The Doral City Council consists of a Mayor and four Council Members. Elected at large, the Mayor serves a four-year term and the four Council Members serve staggered four-year terms. Under the City's Charter, the City Council is the policymaking body. Authority is vested in the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and authorize construction of all public improvements. Doral operates under a Mayor-Council-Manager form of government. The Council, which is elected at large, is responsible among other things, for passing ordinances and resolution, adopting the annual budget, appointing the City Manager, City Clerk and City Attorney. The City Manager is responsible for carrying out the policies and ordinances of the Council, for overseeing the daily operations of the government, and for appointing the heads of various departments.

The members of the City Council also serve as the Local Planning Agency responsible for the development of the City's Comprehensive Development Master Plan.

### Tax Authorities

#### Taxing Authorities Set Tax Rates

The Property Appraiser is not a taxing authority, but a governmental function that is mandated by State Law to assess the value of all properties within Miami-Dade County using criteria set forth by Chapter 193 of the Florida Statutes. As property owners and taxpayers consider the tax rates set by the Taxing Authorities, they should give close attention to tax rates or "millage" changes of those Taxing Authorities. The millage or tax rates are set by the various taxing authorities within whose jurisdiction the property is located.

The taxing authorities are authorized by State Statute to levy taxes on real estate and tangible personal property to fund their operations and services as provided by their annual budgets. The tax rate is determined by dividing the taxing authority's proposed budget using property taxes by the total taxable value of all non-exempt property within their taxing district; reference the following formula:

$$\text{Tax Rate (Millage)} = \frac{\text{Taxing Authority's Proposed Budget (using Property Taxes)}}{\text{Total Taxable Value of all Property (After Exemptions)}}$$

#### Tax Limitations on County Commission and Cities

- Non-Homestead Cap: Constitutional Amendment 1 limits increases in the annual assessment of non-homestead properties to 10%.
- Save Our Homes: Amendment 10 is a benefit of the homestead exemption, which limits the maximum that the assessed value of a home can be raised to 3%, or the CPI, whichever is lower (with some exceptions).
- Granny Flat Assessment Reduction: Homestead property owners who add living quarters for a parent or grandparent can apply to have all or part of the value of the new construction deducted from the assessment.
- Portability Transfer of Homestead Assessment Difference: Homeowners can transfer the difference between the assessed and market value from their previous Homestead Property to another Homestead Property, up to \$500,000.

#### The Millage Rates of the Taxing Authorities

When the total taxable value (the total assessed value of all individual properties in the City added together after exemptions) of the tax roll increases from one year to the next year, the Taxing Authorities (County Commission, Municipalities, School Board, etc.) are required by State Law to begin their budget with a roll-back of the millage rate which will generate the same revenue as in the previous year.

The Property Appraiser is responsible for certifying to each Taxing Authority the annual taxable value. Each Taxing Authority then must compute a roll-up or a roll-back millage rate and a proposed millage. The "roll-back millage" rate is the millage rate, or tax rate that the Taxing Authorities must use as a basis for computing any increase in their annual budgets. The term "rolled back" is used to describe the economic conditions of total taxable value in the prior year and the amount of monies raised by ad-valorem taxes. It does not relate to the rate of change in the millage.



## History of City

In the late 1950s, real estate pioneer Doris and Alfred Kaskel purchased 2,400 acres of swampland between NW 36 Street and NW 74 Street and from NW 79 Avenue to NW 117 Avenue for about \$49,000 with the intention of building a golf course and hotel. In 1962, the Kaskel's dream came true when they opened a hotel and country club that featured the Blue, Red and Par 3 golf courses. They named it Doral - a combination of Doris and Alfred.

As Doral's very first structure, the Doral Hotel and Country Club became the area's hot spot. In the second year of operation, the Kaskels hosted the first Doral Open Invitational, Florida's major PGA event. Alfred offered \$50,000 in prize money to attract well-known golfers. To put it in perspective, according to the South Florida Golf Foundation, there were only three other tournaments being held in Florida at the time with a combined total of \$65,000 prize money. Today, the resort is owned and operated by the Trump Organization and called "Trump National Doral Golf Club", it is internationally famous for its golf courses and hosted many annual PGA Tour Tournaments.

## Beginnings of a Community

In the early 1980's Doral started to grow. In 1984, the Kaskels' grandson, Bill Kaskel developed the Doral Estates community. Later, the real estate developer joined Lennar Homes in a partnership to build the Doral Park Neighborhood. Doral's first communities were the foundation of a thriving residential community.

Although there were already hundreds of homes in Doral during the mid to late 1980's, the city was isolated and relatively hidden. Cow pastures and farms were the prevailing landscape.





## Construction Boom

During the late 1980's and early 1990's, the area began to see more and more development. Because of its premier location just west of the Miami International Airport, commerce quickly began to take notice of this bedroom community and development took on feverish pace. During the mid-1980's through today, the area has flourished with the development of the second largest economic and commercial area in the County.

Development arrived to Doral in three distinct waves: industrial warehousing followed by office and then residential. For years, the area has served as the industrial heart of international trade and shipping services for nearby Miami International Airport, including the Miami Free Zone.

Rapid growth and local issues during the early 1990s inspired a movement to incorporate the area. And, although the initial efforts for incorporation met with resistance from Miami-Dade County and the process was long and arduous, the City successfully incorporated on January 28th, 2003. Ninety-two percent (92%) of the registered voters of Doral voted to adopt the municipal charter and thus created the City.



## Present Day

Conveniently located just one mile from Miami International Airport and twelve miles from Downtown Miami, the City of Doral regularly hosts an excess of 100,000 people who work within the City. It occupies a land area of 15 square miles bordered on the west by the Ronald Reagan Turnpike, to the north by the Town of Medley, to the east by the Palmetto Expressway, and to the South by the City of Sweetwater.

Recognized as an epicenter of international trade and commerce, Doral is well known as an excellent place to do business. With a business district among the most vibrant in South Florida, and the Miami Free Zone offering duty-free warehouse space that attracts international trade, it's no wonder that Doral's economy represents many different sectors including logistics, health and hospitality, flower imports, and the number one tile district in the country.

With more than 81,000 residents currently living in Doral and recognizing that the City will continue to grow overtime, the goal is to have a park within a short walking distance from most residences serving the recreational needs of all residents regardless of age, interests, or capabilities. Since voting in favor of the Park Bond on November 6, 2018, City Council and Staff have been fast at work to provide the quality parks desired. Park projects and improvements funded by this bond include green spaces, nature areas, sports fields, play areas, infrastructure, aquatics facility, community center, cultural amenities, walking/biking trails, specialty recreation areas, and safety features.

The City of Doral is committed to its mission "To serve our community by relentlessly pursuing the highest quality of life through the delivery of efficient, sustainable, transparent, ethical and accountable government" making Doral the premier place people are choosing "to Live, Work, Learn, and Play".



# Population Overview



TOTAL POPULATION

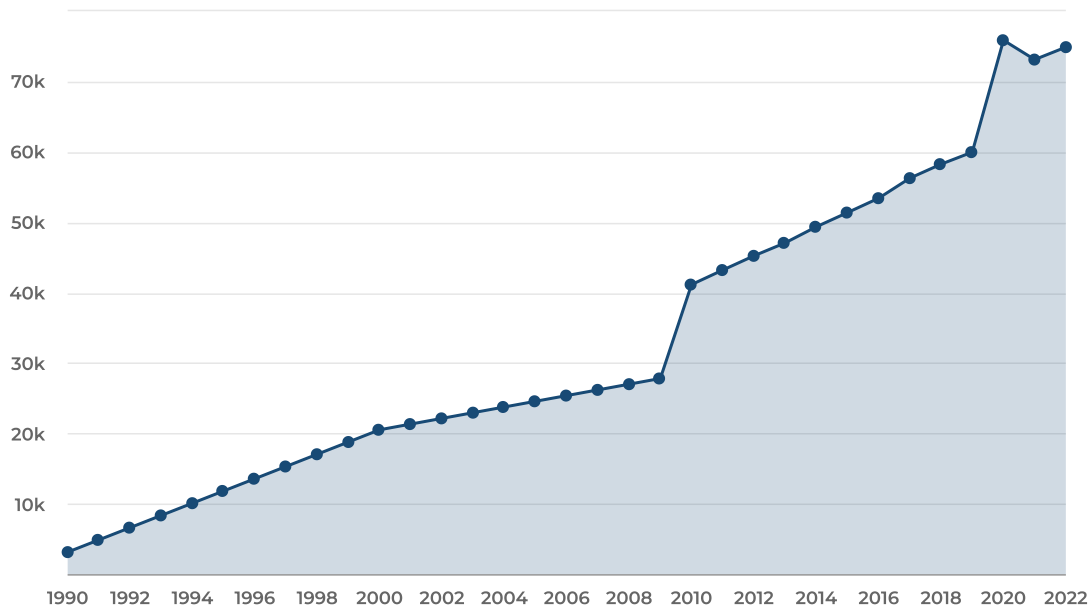
**74,891**

▲ **2.4%**  
vs. 2021

GROWTH RANK

**117** out of **414**

Municipalities in Florida



\* Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses



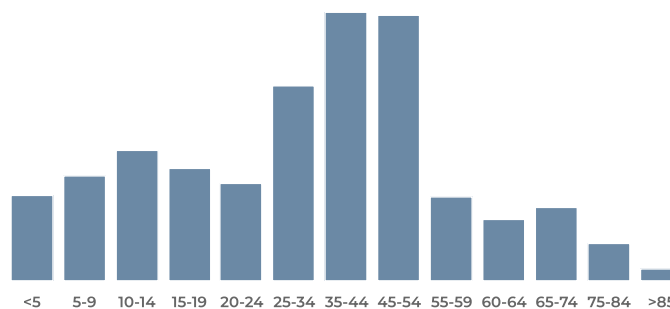
DAYTIME POPULATION

**117,357**

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

\* Data Source: American Community Survey 5-year estimates

## POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

\* Data Source: American Community Survey 5-year estimates

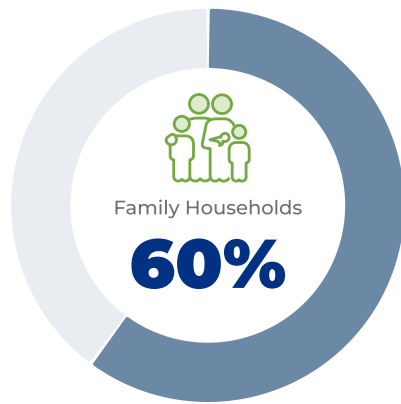


## Household Analysis

TOTAL HOUSEHOLDS

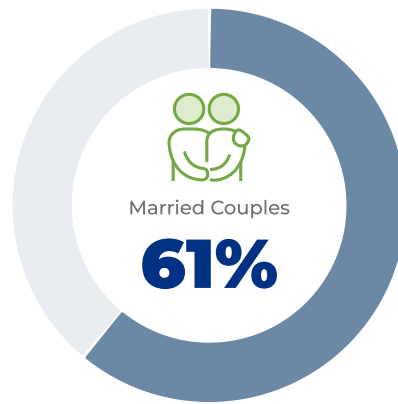
**24,247**

Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▲ 29%

higher than state average



▲ 31%

higher than state average



▼ 55%

lower than state average



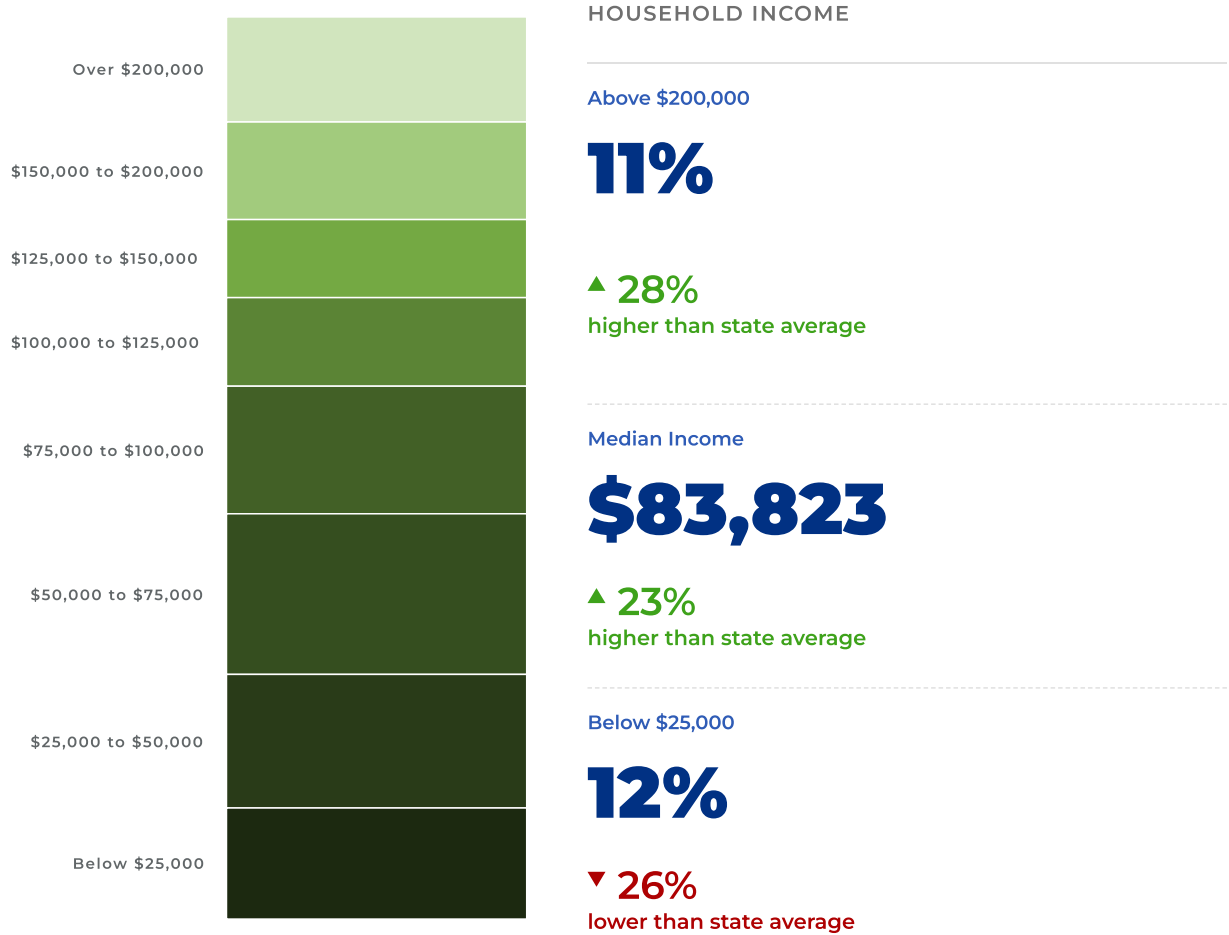
▼ 55%

lower than state average

*\* Data Source: American Community Survey 5-year estimates*

## Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



\* Data Source: American Community Survey 5-year estimates

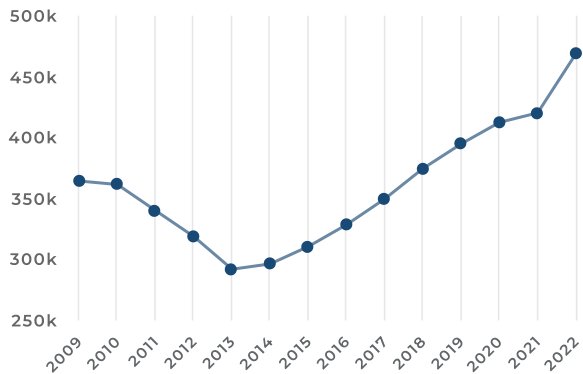




## Housing Overview



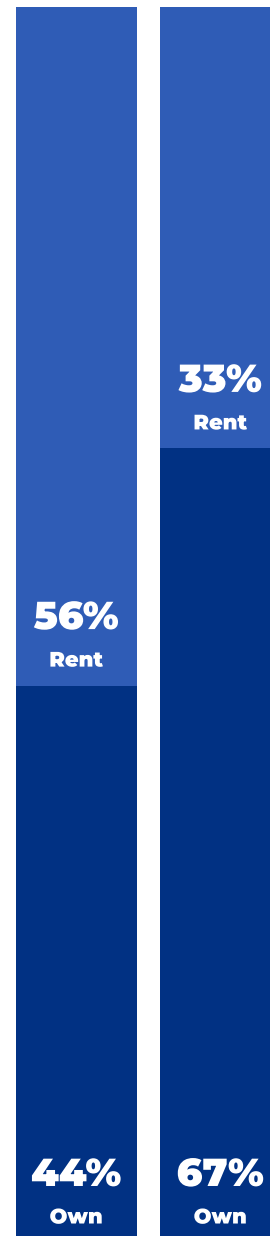
2022 MEDIAN HOME VALUE  
**\$468,800**



\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

### HOME OWNERS VS RENTERS

Doral State Avg.



### HOME VALUE DISTRIBUTION

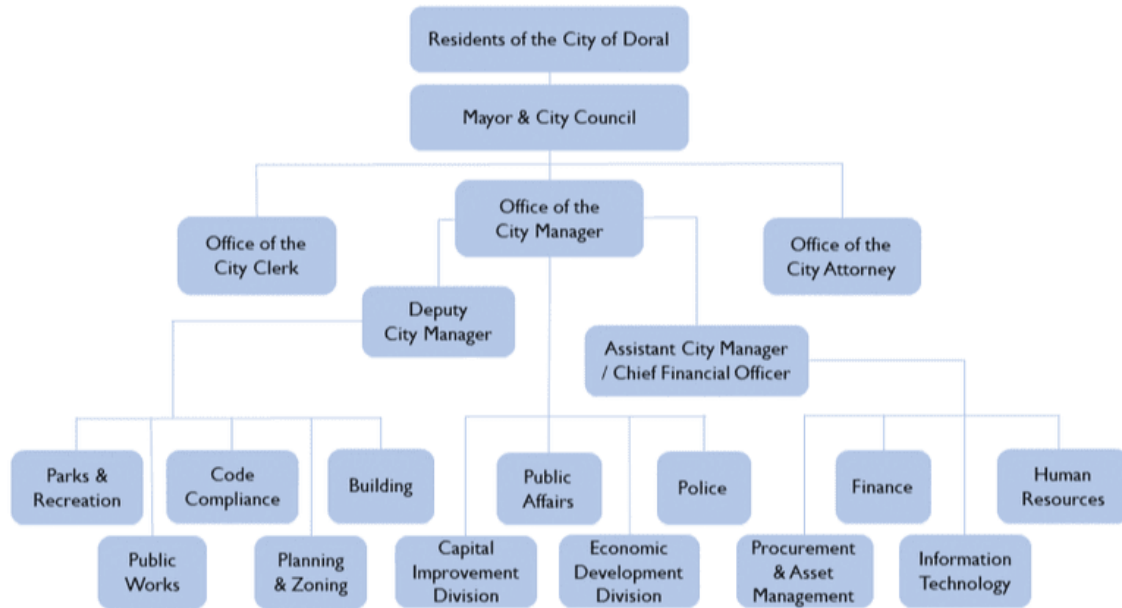


\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

\* Data Source: 2022 US Census Bureau (<http://www.census.gov/data/developers/data-sets.html>), American Community Survey. Home value data includes all types of owner-occupied housing.

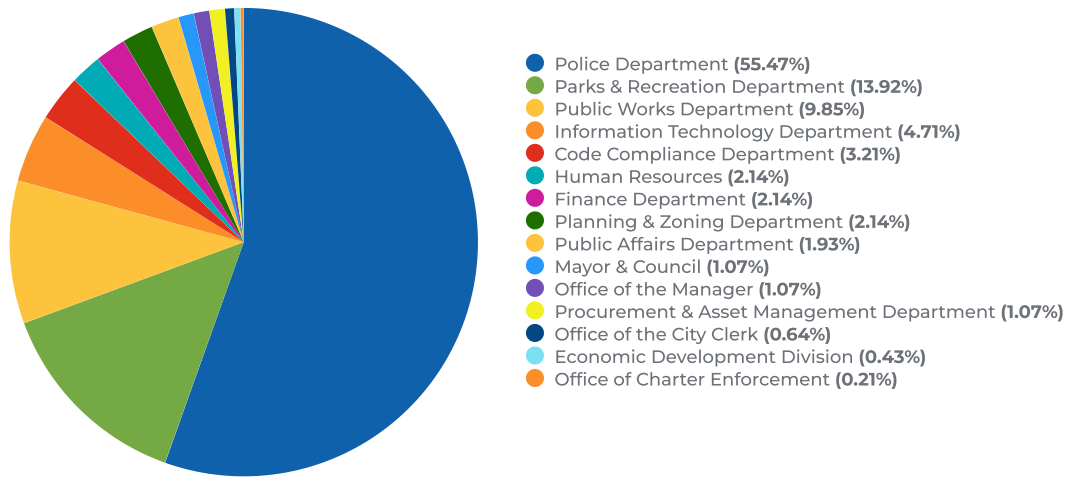


## Organization Chart



# Consolidated Position Summary

General Fund Full-Time Headcount by Department



**CITY OF DORAL**  
**CONSOLIDATED POSITION SUMMARY**

DEPARTMENT	AMENDED BUDGET FY 2021-22	AMENDED BUDGET FY 2022-23	AMENDED BUDGET FY 2023-24	ADOPTED BUDGET FY 2024-25
<b>Office of Mayor &amp; City Council</b>				
Charter Compensation	5	5	5	5
Full Time Salaries	5	6	6	5
<b>Total</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>10</b>
<b>Office of the City Manager</b>				
Administrative Salaries	2	3	3	3
Full Time Salaries	2	2	3	2
<b>Total</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>5</b>
<b>Public Affairs Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	6	6	10	8
<b>Total</b>	<b>7</b>	<b>7</b>	<b>11</b>	<b>9</b>
<b>Economic Development Division</b>				
Full Time Salaries	0	0	0	2
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>
<b>Office of the City Clerk</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	2	2	2	2
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>Office of Charter Enforcement</b>				
Administrative Salaries	0	0	1	1
<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>
<b>Human Resources Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	6	8	9	9
Other Salaries	6	6	6	6
<b>Total</b>	<b>13</b>	<b>15</b>	<b>16</b>	<b>16</b>
<b>Finance Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	8	8	9	9
Other Salaries	0	0	0	0
<b>Total</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>
<b>Procurement &amp; Asset Management Department</b>				
Administrative Salaries	0	0	1	1
Full Time Salaries	3	3	2	4
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>5</b>
<b>Information Technology Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	17	18	19	21
Other Salaries	0	1	0	0
<b>Total</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>22</b>



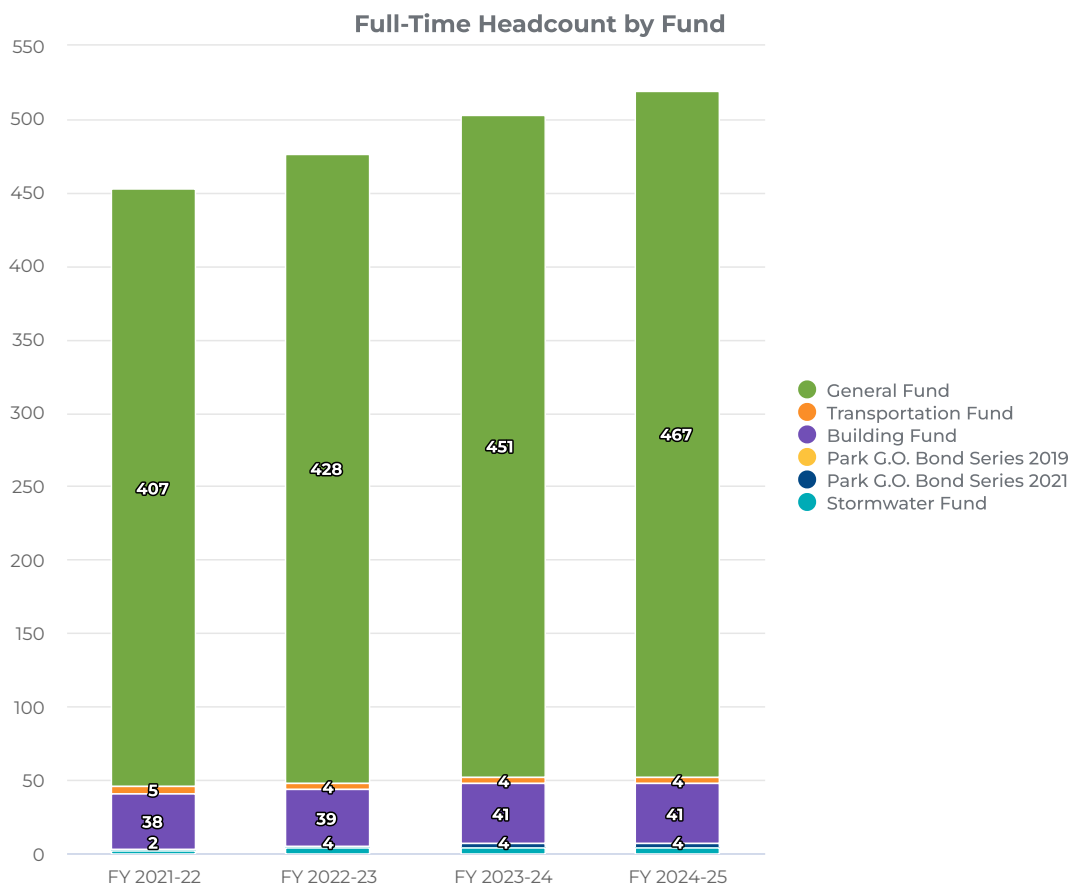
<b>Office of the City Attorney</b>				
Administrative Salaries	1	0	0	0
Full Time Salaries	1	0	0	0
<b>Total</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Planning &amp; Zoning Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	11	11	11	9
<b>Total</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>
<b>Police Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries - Sworn	181	190	190	190
Full Time Salaries	55	55	70	68
Other Salaries	0	0	0	0
<b>Total</b>	<b>237</b>	<b>246</b>	<b>261</b>	<b>259</b>
<b>Code Compliance Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	14	17	14	14
<b>Total</b>	<b>15</b>	<b>18</b>	<b>15</b>	<b>15</b>
<b>Public Works Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	37	42	42	45
Other Salaries	1	0	0	1
<b>Total</b>	<b>39</b>	<b>43</b>	<b>43</b>	<b>47</b>
<b>Parks &amp; Recreation Department</b>				
Administrative Salaries	1	1	1	1
Full Time Salaries	46	47	51	64
Other Salaries <sup>1</sup>	0	0	0	0
<b>Total</b>	<b>47</b>	<b>48</b>	<b>52</b>	<b>65</b>
<b>Transportation Fund</b>				
Full Time Salaries	5	4	4	4
<b>Total</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>
<b>Building Fund</b>				
Administrative Salaries	1	2	1	1
Full Time Salaries	37	37	40	40
Other Salaries	1	1	1	1
<b>Total</b>	<b>39</b>	<b>40</b>	<b>42</b>	<b>42</b>





Parks G.O. Bond - Series 2019 Fund				
Full Time Salaries	1	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>
Parks G.O. Bond - Series 2021 Fund				
Full Time Salaries	0	1	3	3
<b>Total</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>3</b>
Stormwater Fund				
Full Time Salaries	2	4	4	4
<b>Total</b>	<b>2</b>	<b>4</b>	<b>4</b>	<b>4</b>
Councilmembers Total	5	5	5	5
Administrative - Full Time Total	14	15	16	16
Sworn - Full Time Total	181	190	190	190
Full Time Total	258	271	299	313
Other Salaries - Part Time Total	8	8	7	8
<b>Grand Total (Excluding Councilmembers)</b>	<b>461</b>	<b>484</b>	<b>512</b>	<b>527</b>

<sup>1</sup> Other Salaries - Pool of funds; not tied to a number of positions



---

# **BUDGET OVERVIEW**

---



## Annual Budget Procedures

In accordance with the City of Doral Charter, Article III, Section 3.04 – Powers and Duties of the Manager, the City Manager shall prepare and submit to Council a proposed annual budget and capital program. Charter Section 4.05 – Annual Budget Adoption further details the annual budget procedure as follows:

1. **BALANCED BUDGET.** Each annual budget adopted by the Council shall be a balanced budget.
2. **SPECIFIC APPROPRIATION.** The Budget shall be specific as to the nature of each category of appropriations. Reasonable appropriations may be made for contingencies, but only within defined spending categories.

According to Charter Section 4.06 – Appropriation Amendments During the Fiscal Year, Subsection (a) **SUPPLEMENTAL APPROPRIATIONS** and (b) **REDUCTION OF APPROPRIATIONS**, if, during any fiscal year revenues in excess of those estimated in the annual budget are available for appropriation, the Council may, by Ordinance, make supplemental appropriations for the fiscal year up to the amount of such excess. If, at any time during the fiscal year, it appears probable to the Manager that the revenues available will be insufficient to meet the amount appropriated, s/he shall report to the Council without delay, indicating the estimated amount of the deficit, and his/her recommendations as to the remedial action to be taken. The Council shall then take such action as it deems appropriate to prevent any deficit spending not covered by adequate reserves.



## Budgeting and Accounting Basis

The accounts of the City are organized by funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts, which is comprised of its assets, fund equity, revenues and expenditures.

In Florida, it is a requirement that the budget submitted to the City Council is balanced. A balanced budget occurs when actual expenditures do not exceed received revenues.

As an operations guide, the budget details how departments and the general fund are organized. The budget informs the reader of all the activities, services and functions carried out by each department. Additionally, the budget provides for performance measurements of organization-wide objectives to aid in monitoring the progress of the City.

### **Budget Basis**

The basis of budgeting determines the timing for reporting measurements made on a cash or accrual basis in the City's financial statements. As defined in the National Council on Governmental Accounting (NCGA) Statement I, the basis of accounting refers to when revenues, expenditures, transfers, and the related assets and liabilities are recognized in the accounts and reported in the financial statements. The accounting basis determines when the economic consequences of transactions and events are reflected in financial statements. The City uses a Cash Basis Accounting for budgeting; however, the City's financial statements are prepared in conformance with GAAP.

### **Accrual Basis Accounting**

Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned and become measurable. Expenditures are recognized in the accounting period in which they are incurred. Since accrual accounting results in accounting measurements based on the substance of transactions and events, rather than when cash is received or disbursed, it enhances the relevance, neutrality, timeliness, completeness, and comparability of the information reported. Under GAAP, the accrual basis shall be used for government-wide financial statements, proprietary funds and fiduciary funds.

### **Modified Accrual Basis Accounting**

Modified accrual basis accounting is used for governmental funds (general, special revenue, debt service and capital projects). Revenues are recognized in the accounting period in which they become available and measurable. The requirement that revenues be "available" distinguishes modified accrual revenue from that of the accrual basis. Available is defined as expected to be collected within twelve months after the fiscal period ended.

Under the modified accrual basis, expenditures are recognized in the accounting period during which services and goods are received and liabilities are incurred.

### **Cash Basis Accounting**

Under the cash basis, transactions are recognized only when cash changes hands. Cash basis financial statements omit recognition of assets and liabilities not arising from cash transactions, therefore they rarely present financial position or results of operations in conformity with GAAP. Cash basis accounting and reporting are not desirable practices because they permit distortions in financial statement representations due to shifts in the timing of cash receipts and disbursements relative to underlying economic events near the end of a fiscal period. The cash basis of accounting, which is used for budgetary purposes, is not an acceptable basis of accounting for the purpose of preparing the City's GAAP financial statements.

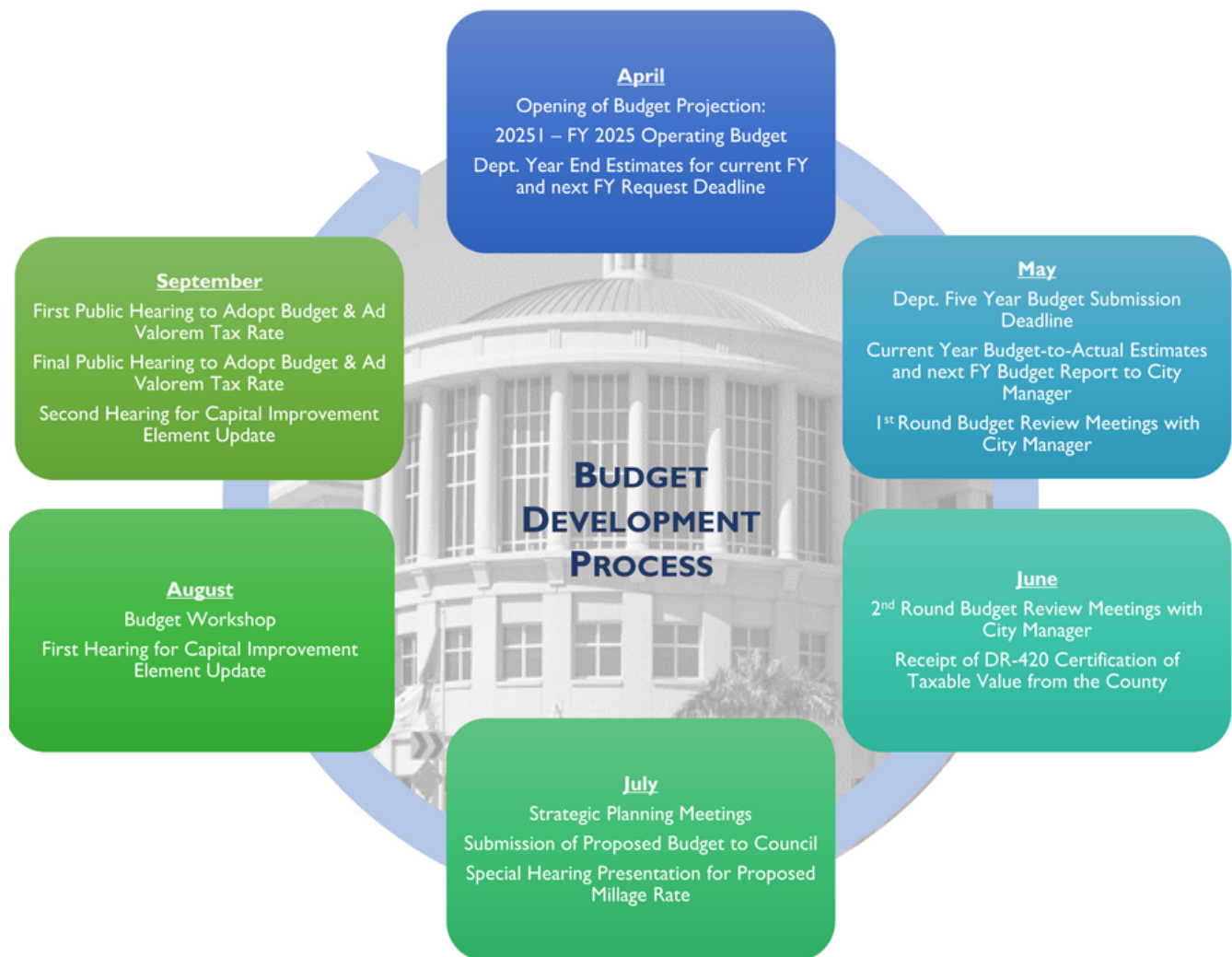


## Budget Schedule

The Office of the City Manager and the Finance Department are responsible for the development of the annual budget. As the schedule in the following page details, the budget process begins in March with Council's Strategic Planning session. In March, the budget request forms are distributed to all departments. All departments are responsible for compiling budget figures, which are then reviewed and adjusted by the City Manager during a series of inter-departmental meetings. A key component of the budget process is our dependence upon the State, grants, and entitlements. Estimates for these revenue sources are provided by the State of Florida in late June and early July. The City incorporates the latest projections available into the budget.

The City Council must adopt a preliminary millage rate by August to be used on the Notice of Proposed Taxes which is mailed to all property owners by the Miami-Dade County Property Appraiser. In accordance with Florida Statutes, the tentative millage rate is adopted at the first public budget hearing in September and this rate cannot be increased at the second budget hearing. Additionally, the tentative millage rate cannot exceed the preliminary rate adopted by the City Commission except by re-notifying all affected property owners by mail.

The annual budget affects where residents live and work. It is important that residents provide input throughout the budget planning process, as their input further strengthens and creates transparency between the community and the City. The strategic planning sessions, budget workshops, and the City's first and final Budget and Millage hearings are open to the public, where residents are able to voice their needs and concerns. As part of the City's commitment to improving transparency, Open Finance is used in providing a guided view through complex financial information and can be found [here](#).





## FY 2025 Budget Calendar

DATE	RESPONSIBILITY	ACTION REQUIRED
April 1, 2024	Finance	Opening of Budget Projection: <b>20251 – FY 2025 Operating Budget</b>
April 15-19, 2024	Finance Department Heads	FY 2025 Department Revenue Estimate Meetings
April 22, 2024	Finance Department Heads	Deadline for Submission of <b>Department's Year-End Estimates for FY 2024 and FY 2025 Requests</b> (including IT Requests)
May 10, 2024	Finance Department Heads	Deadline for Submission of <b>Department's Year Five Year Budget (FY 2026 -2029)</b>
May 13, 2024	City Manager Finance	FY 2024 Budget-to-Actual Estimates and FY 2025 Budget Requests Reports to City Manager
May 23-29, 2024	City Manager Finance Department Heads	1 <sup>st</sup> Round of Departmental Budget Review Meetings with City Manager
June 17-21, 2024	City Manager Finance Department Heads	2 <sup>nd</sup> Round of Departmental Budget Review Meetings with City Manager
June 30, 2024	Miami-Dade County Property Appraiser	Receipt of DR-420 Certification of Taxable Value from the County
July 8-12, 2024	City Council City Manager Finance	General Fund Status Update Meeting with Council
July 12, 2024	City Manager Finance	Last day to update projections for proposed budget. Additional revisions, if needed, will be taken to Budget Workshop
July 15, 2024	City Council City Manager Department Heads	Strategic Planning Meetings with City Council
July 29, 2024	City Council City Manager Finance	Special Hearing Presentation of Resolution setting Proposed Millage Rate for 2025 and announcing the First and Second Budget Public Hearing Dates
July 31, 2024	City Council City Manager	Submission of Proposed Budget to the City Council
August 2, 2024	City Manager Finance	Last day to advise the Property Appraiser's Office of the Proposed Millage Rate, Current Year Rollback Rate and Public Hearing Dates
August 14, 2024	City Council City Manager Finance Department Heads	Budget Workshop & First Hearing of the 2025 Capital Improvement Element Update
August 15-16, 2024	City Council City Manager Finance Department Heads	Departmental Budget Review with Mayor and Council upon request
September 3, 2024*	City Council City Manager Department Heads	First Public Hearing to Adopt Budget and Ad Valorem Tax Rate
September 11, 2024	City Council City Manager Planning & Zoning	Second Hearing of the 2025 Capital Improvement Element Update
September 17, 2024*	City Council City Manager Department Heads	Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate
September 30, 2024*	City Council City Manager Department Heads	Continuation of Final Public Hearing to Adopt Budget and Ad Valorem Tax Rate

\* FINAL APPROVAL OF THIS DATE SUBJECT TO COUNTY AND SCHOOL BOARD HEARING DATE (FS Section 200.065)



# Financial and Budgetary Policies

## Overview

The financial and budgetary policies of the City are intended to guide elected officials, the City Manager and staff in their on-going role as the financial stewards of the City. The policies guide essential decisions affecting the budget and financial matters to ensure that the City is financially prepared to meet its immediate and long term service objectives. The individual policies serve as guidelines for financial planning, budget preparation, implementation, evaluation and internal financial management of the City, and may be amended from time to time.

## Objectives

In order to achieve the purpose of the Comprehensive Financial and Budgetary Policies, the following are objectives for the City's fiscal performance.

1. To guide City Council and management policy decisions with significant fiscal impact.
2. To set forth operating principles to minimize the cost of government and financial risk.
3. To employ balanced and equitable revenue policies that provides adequate funding for desired programs.
4. To maintain appropriate financial capacity for present and future needs.
5. To promote sound financial management by providing accurate and timely information on the City's financial condition.
6. To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.
7. To ensure the legal use of financial resources through an effective system of internal control.

## Financial Policies

The following financial policy statements are the basis of the daily operations of the City of Doral. The financial policy statements define objectives, establish rules with parameters and express guidelines for fiscal conduct by the City of Doral in connection with the operating budget and capital improvement program.

### Accounting, Auditing And Financial Reporting Policy

The City has established and will maintain a high standard of accounting practices.

The City's financial system will be maintained in conformity with generally accepted accounting principles in the United States of America (GAAP) as applied to government units. The City will continue to obtain and retain the Certificate of Achievement of the Government Finance Officers Association. Regular monthly and annual financial reports present a summary of financial activity by major types of funds. Whenever possible, the reporting system will provide monthly information on the total cost of specific services by type of expenditure and, if necessary, by fund. An independent public accounting firm selected by the City Council performs an annual audit and publicly issues a financial opinion. As part of the annual audit, the auditors provide recommendations to the City Council.

### Operating Budget Policies

The budget process and format shall be performance-based and focused on goals, objectives and performance indicators. The City will pay for all current expenditures with current revenues. The City will avoid budgetary procedures that balance current expenditures at the expense of meeting future year's expenses, such as postponing expenditures or accruing future year's revenues. For each Fiscal Year, the City shall maintain reserve funds in an amount equal to not less than fifteen percent (15%) of the general operating budget. The budget will provide adequate funding for maintenance and replacement of capital assets and equipment. The City Council will be provided with monthly budget reports comparing actual versus budgeted revenue and expense activity. The City shall establish and maintain a standard of accounting practices. The City will maintain a continuing budgetary control system to ensure that it adheres to the budget.

### Capital Improvement Policies

The City will develop a multi-year plan for capital improvements and update it annually. The initial plan will be developed as part of the City's first Comprehensive Plan. The City will enact an annual capital budget based on the multi-year Capital Improvement Plan. The City will coordinate development of the capital improvement budget with development of the operating budget. Future operating costs associated with new capital improvements will be projected and included in operating budget forecasts. The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the Capital Improvement Plan and the City's priorities, and whose operating and maintenance costs have been included in operating budget forecasts. The City will maintain all its assets at a level adequate to protect the City's capital interest and to minimize future maintenance and replacement costs. The City will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted to the City Council for approval.

### Capital Asset Reserve Policy

The establishment of a capital asset reserve provides governments additional flexibility in a strong capital asset management program. The funds are to be used solely to address building hardening and security, and to fund unscheduled and anticipated repairs, and other operational issues relating to the City's properties. Annual contributions to the Capital Asset Reserve Fund



will be budgeted from the General Fund through the annual budget process. The City shall annually contribute a minimum of 25% percent of the annual depreciation based on the City's Buildings asset category reported on the most recently available Annual Comprehensive Financial Report. All expenditures budgeted from this fund shall have prior approval of the City Council through the budget process. The City shall maintain a minimum ending reserve (fund balance) equal to the dollar amount five-year average of the City's annual capital budget. Shall the aforementioned fund balance fall below the required reserve levels, the City shall contribute 50% percent of the annual depreciation based on the City's Buildings asset category reported on the most recently available Annual Comprehensive Financial Report, until the fund balance level is restored to the minimum requirements.

### **Debt Management Policies**

The following excerpt is from the City's adopted Debt Management Policy – Ordinance Number 2018-13.

The City may issue debt obligations for: (1) construction, rehabilitation, or acquisition of infrastructure and other capital assets; (2) refinancing existing debt obligations; or (3) other lawful purposes. All debt obligations shall target a maximum maturity of the earlier of: (i) the estimated useful life of the Capital Improvements being financed; or (ii) forty years, or (iii), in the event they are being issued to refinance outstanding debt obligations, the final maturity of the debt obligations being refinanced. Debt obligations shall be considered for those capital projects with funding requirements in excess of \$5,000,000. Capital projects not meeting this threshold shall be targeted for funding through current revenue when available (i.e pay-as-you-go) or from outside funding sources such as grant funding and related aid. The City shall comply with all covenants and requirements of the bond's resolutions, and State and Federal laws authorizing and governing the issuance and administration of debt obligations. All debt issues shall meet the disclosure requirements of the SEC (rule 15c2-12) and other government agencies before and after the bond sales take place.

### **Investment Policies**

The City of Doral will invest its funds in accordance with Florida Statute 218.415. The funds will be invested based upon the following priorities:

- Safety of principal
- To meet the liquidity needs of the City.
- Optimize investment returns after first addressing safety & liquidity concerns.

The City of Doral will analyze the cash flow of all funds on a regular basis. Disbursement, collection, and deposit of all funds will be scheduled to ensure maximum cash availability. The City will pool cash from several different funds for investment purposes when permitted by law.

### **Revenue Policies**

The City will try to maintain a diversified and stable revenue system to shelter it from unforeseeable short-run fluctuations in any one revenue source. The City will estimate its annual revenues by an objective and analytical process, whenever practical. Each year, the City will recalculate the full costs of activities supported by user fees to identify the impact of inflation and other cost increases. The City will automatically revise user fees, subject to review by the City Council, to adjust for the effects of inflation.

### **Capital Assets Policy**

The dollar amount to be capitalized is a unit cost of \$2,500 or greater and useful life exceeding one year. Fixed assets include equipment, computers, furniture and vehicles.

- Purchased or constructed assets are recorded at historical costs.
- Donated capital assets are recorded at the estimated fair market value at the date of donation.
- Major outlays for capital assets and improvement are capitalized as projects are constructed.
- The costs of normal maintenance and repairs that do not add value to the asset or materially extend its useful life are not capitalized.

Asset classifications and useful lives:

1. Building (50 years)
2. Infrastructure (40-50 years)
3. Public domain and system infrastructure (20-25 years)
4. Furniture, fixtures & equipment (3-10 years)
5. Vehicles (5 years)

### **Purchasing Policy**

The purchasing policy is in accordance with Article V., Sec. 2-313 – Sec. 2-339.

Items covered by this policy:

1. Materials
2. Supplies
3. Equipment



4. Improvements

5. Services

Competitive bid and purchase order requirements:

1. Purchases of less than \$10,000 **do not require:**

1. Competitive bids or,
2. Inclusion in the original budget or require approval from the City Manager.
3. However, purchase orders must be obtained before expenditure is made or funds committed.

2. Purchases more than \$10,000 but less than \$30,000 **require:**

1. Quotes from three (3) different vendors,
2. Purchase orders must be obtained before expenditure is made or funds committed,
3. City Manager's approval.

3. Purchases in excess of \$30,000 **require:**

1. Competitive bids,
  1. However, the City Council may waive this requirement.
2. City Council award.
3. Purchase orders must be obtained before expenditure is made or funds committed and approved by the City Manager.

For competitive bid requirements, the City Manager shall direct that:

1. Bid proposals, including specifications, be prepared.
2. Sealed bids shall be solicited from a minimum of three persons or firms engaged in providing the goods or services that the City is seeking.
3. Publish a public invitation to bid.
4. Bids will be awarded to the lowest most responsive bidder as determined by the City Council or the City Manager.
5. The City has the right to reject any or all bids.



## Fund Balance

The City of Doral has determined it to be a sound, financial practice to maintain adequate levels of unrestricted fund balance in its General Fund in order to mitigate current and future risks such as revenue shortfalls and unanticipated expenditures, as well as, to ensure stable tax rates. Additionally, the City believes that adequate unrestricted fund balance levels are a critical consideration to the City's long-term financial planning.

### What Is Fund Balance?

Fund balance acts like a "savings account." The budget estimates revenues and appropriations for the current fiscal year. Often revenues and appropriations do not match exactly at the end of the fiscal year. When a fund ends the fiscal year with a surplus, that money gets added to the fund balance. If the year ends with a deficit, then that amount of money gets taken away from the fund balance in order to help balance the budget. The City has fund balances for all seventeen (17) different funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Development Services Technology Fee fund, Building fund, Public Art Program fund, American Rescue Plan Act fund, Bond Debt Service fund, Capital Improvement fund, Capital Asset Reserve fund, General Obligation Bond, Series 2019 fund, Vehicle Replacement fund, General Obligation Bond, Series 2021 fund, Stormwater fund, and Other Post-Employment Benefits fund.

As required by Council, the City of Doral will maintain a minimum unrestricted fund balance of at least two months or approximately 15%, as recommended by the Government Finance Officers Association (GFOA), of its General Fund operating expenditures.

### Use Of Funds

While targeting to maintain an annual unrestricted fund balance of 15%, the City understands there may be circumstances that warrant that the City use these funds temporarily. The following are instances where the City may elect to use these funds:

To pay for unexpected expenses or to make up for revenue shortfalls.

- Balance the budget without increasing taxes or rates.
- Unexpected and non-budgeted emergencies, natural disaster costs, and/or litigation
- To take advantage of unexpected opportunities (e.g., grants, land, building, or equipment acquisitions).
- Capital asset acquisition, construction and improvement project

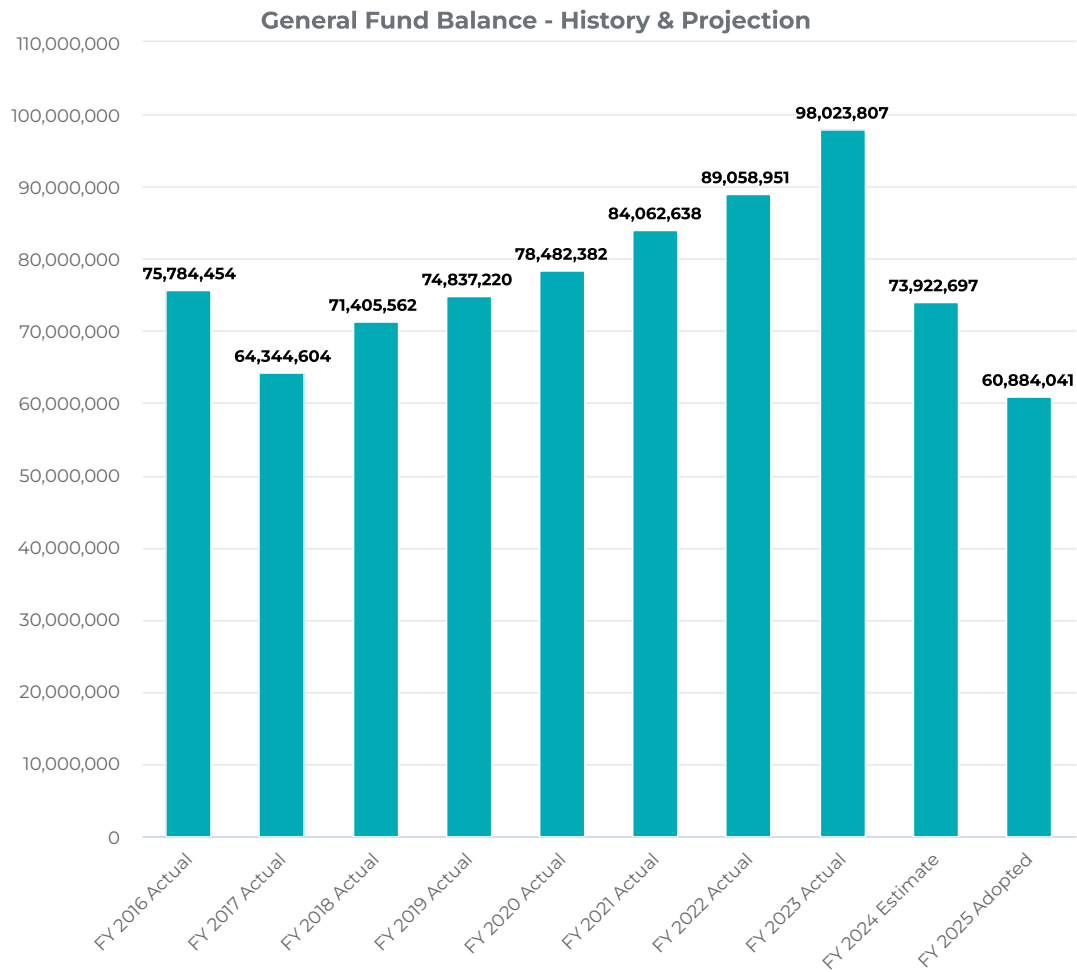
### Fund Balance Dangers And Traps To Avoid

A well-managed fund balance can be a strong asset that gives the City a great deal of financial and operational flexibility. A mismanaged fund balance creates a vast array of problems that negatively affect the City's service delivery, limits its ability to respond to community needs, erodes the public's trust in its local government, and results in severe financial hardship. The following list cautions against several types of fund balance uses:

- Regularly spending fund balance to avoid tax or rate increases. This practice ultimately depletes the fund balance and results in two serious problems: 1) Rebuilding the fund balance; and 2) Eliminating the deficit created by previous fund balance dependency, this is done via tax/rate increases and/or significant expenditure cuts. This two-pronged problem usually takes years to overcome while also creating a myriad of financial and operational problems.
- Fund balance can be spent quickly, but usually takes a long time to rebuild. Therefore, careful thought must be placed anytime significant fund balance appropriations are considered.
- Hoarding or maintaining too large a fund balance. Excessive fund balances, if not being saved for specific capital expenses, can be an indication that the taxes/rates may be too high.



## Fund Balance - General Fund





## Fund Structure

Fund Name	Fund Type	Purpose	Revenue	Budgeting Basis	Accounting Basis
<b>GOVERNMENTAL FUNDS</b>					
General Fund	Major Governmental Fund	Account for the cost of general operations of the City.	Primarily from general property taxes, franchise fees, license and permit fees, intergovernmental retaxes, and miscellaneous fees.	Modified Accrual	Modified Accrual
Transportation Fund	Major Governmental Fund	Special Revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. This fund manages funds to be utilized for transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan.	Local options gas tax, state revenue sharing, and general fund transfers.	Modified Accrual	Modified Accrual
Park Impact Fees	Non-major Governmental Fund	Used for the development or improvements of current or future green spaces.	Impact fees assessed on new construction building permits.	Modified Accrual	Modified Accrual
Police Impact Fees	Non-major Governmental Fund	Used for the Police department' capital expenditures.	Impact fees assessed on new construction building permits.	Modified Accrual	Modified Accrual
People's Transportation Plan	Non-major Governmental Fund	Special Revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. This fund manages funds to be utilized for transportation purposes.	One-half cent sales tax and the Miami-Dade Transportation tax.	Modified Accrual	Modified Accrual
Development Services Technology Fee Fund	Non-major Governmental Fund	Used to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines.	Technology Fee of 0.05% of the total cost of construction; added to all base permit fees.	Modified Accrual	Modified Accrual
Building Fund	Major Governmental Fund	This fund will account for all building expenditures and revenues from building permits and fines for permit	Primarily from building permits and fines for permit violations.	Modified Accrual	Modified Accrual
Public Arts Program Fund	Non-major Governmental Fund	Used for expenses associated with the selection, installation, commissioning, acquisition, transportation, maintenance, restoration or rehabilitation, public education, community outreach, promotion, administration, removal and insurance of the works of art or in relation thereto.	Impact fees assessed on new construction building permits.	Modified Accrual	Modified Accrual
American Rescue Plan Act Fund	Non-major Governmental Fund	Used to fund COVID-19 response efforts, replace lost revenues, economic stabilization, and address public health and economic challenges.	Department of Treasury	Modified Accrual	Modified Accrual
Bond Debt Service Fund	Non-major Governmental Fund	Used to account for the revenues collected through the debt service millage rate and for the payment of debt service on the general obligation bonds.	Special assesment on property taxes of a debt service millage rate.	Modified Accrual	Modified Accrual
Capital Improvement Fund	Non-major Governmental Fund	Used to fund improvements to the City of Doral Government Center	General Fund transfers	Modified Accrual	Modified Accrual
Capital Asset Reserve Fund	Non-major Governmental Fund	This fund was established to help fund future capital replacements	General Fund transfers	Modified Accrual	Modified Accrual
General Obligation Bond- Series 2019 Capital Projects Fund	Major Governmental Fund	This fund will account for all bond proceeds, and revenues generated from the G.O. Bond Series 2019 proceeds.	G.O. Bond proceeds	Modified Accrual	Modified Accrual
Vehicle Replacement Fund	Non-major Governmental Fund	This fund was established to help fund future vehicle replacements from total losses.	General Fund transfers	Modified Accrual	Modified Accrual
General Obligation Bond- Series 2021 Capital Projects Fund	Major Governmental Fund	This fund will account for all bond proceeds, and revenues generated from the G.O. Bond Series 2021 proceeds.	G.O. Bond proceeds	Modified Accrual	Modified Accrual
Other Post-Employment Benefits Fund	Non-major Governmental Fund	Used to prefund the City's obligation for post-employment benefits other than pensions.	General Fund transfers	Modified Accrual	Modified Accrual
<b>PROPRIETARY FUNDS</b>					
Stormwater Utility Fund	Enterprise Fund	Account for operations financed and operated in a manner similar to the private sector.	User charges to existing customers for continuing sewer services.	Accrual	Accrual



DEPARTMENT/ FUND RELATIONSHIPS																	
DEPARTMENT	GEN	TRN	PTP	PAIF	POIF	DSTFF	BDF	PAPF	ARPAF	DSF	CAP	CARF	VRF	GOB19	GOB21	OPEB	SWU
Office of the Mayor & City Council	x																
Office of the City Manager	x																
Public Affairs	x																
Office of the City Clerk	x																
Office of Charter Enforcement	x																
Human Resources	x																
Finance	x																
Information Technology	x																
Office of the City Attorney	x																
Planning & Zoning	x																
General Government	x								x	x		x	x	x	x	x	
Police	x				x												
Building						x	x										
Code Compliance	x																
Public Works	x	x	x								x						x
Parks & Recreation	x			x				x						x	x		

#### Fund Abbreviations

GEN	General Fund
TRN	Transportation Fund
PAIF	Park Impact Fee Fund
POIF	Police Impact Fee Fund
PTP	People's Transportation Plan Fund
DSTFF	Development Services Technology Fee Fund
BDF	Building Fund
PAPF	Public Arts Program Fund
ARPAF	American Rescue Plan Act Fund
DSF	Debt Service Fund
CAP	Capital Projects Fund
CARF	Capital Asset Reserve Fund
GOB19	General Obligation Bond, Series 2019 Fund
VRF	Vehicle Replacement Fund
GOB21	General Obligation Bond, Series 2021 Fund
SWU	Stormwater Utility Fund
OPEB	Other Post-Employment Benefits Fund



## Fund Overview

In governmental accounting, all financial transactions are organized within several funds. According to the National Council on Governmental Accounting, a fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. The City of Doral's budget consists of nineteen funds: General fund, Transportation fund, Park Impact Fee fund, Police Impact Fee fund, People's Transportation Plan fund, Development Services Technology Fee fund, Building fund, Public Arts Program fund, American Rescue Plan Act fund, Bond Debt Service fund, Capital Improvement fund, Capital Asset Reserve fund, General Obligation Bond, Series 2019 fund, Vehicle Replacement fund, General Obligation Bond, Series 2021 fund, Stormwater fund, Other Post-Employment Benefits fund, and Pension Fund. These funds are defined as an independent fiscal and accounting entity with a self balancing set of accounts. Funds are established to attain certain objectives or to simply segregate activities.

### **General Fund – 001**

The General Fund is used to account for all financial resources except those required to be accounted for in another fund. The General Fund is the major operating fund of the City of Doral. It is used to account for the general operations of the City and all transactions that are not accounted for in other funds or account groups.

### **Transportation Fund - 101**

The Transportation Fund receives entitlement grants from the state and local roadway impact fees to be used on the transportation system within the City of Doral. This is a special revenue fund used to account for specific revenues that are legally restricted to expenditure for particular purposes. Oversight of this fund is primarily the function of the Public Works Department. It is used to account for roadway construction and infrastructure improvements.

### **Park Impact Fees Fund - 102**

This fund is used for the development of parks, open space, passive recreation parks, linear trail parks, and recreation facilities to serve new growth and development in the City of Doral.

### **Police Impact Fees Fund - 103**

This fund is intended to assist in the implementation of the City of Doral Comprehensive Plan and to regulate the use and development of land to assure that new development bears a proportionate share of the cost of capital expenditures necessary to provide public safety in the City of Doral.

### **People's Transportation Plan Fund - 106**

This fund has been established to manage monies to be utilized for transportation purposes that are generated from the one-half of one percent cent sales tax, and the surtax on eligible sales transactions on transportation related projects. This fund will be mainly used for the operation of the Citywide Trolley System.

### **Development Services Technology Fee Fund - 108**

The fund was established to collect a technology fee to all base permit fees to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines; a good-faith estimate, executed contract or itemized work order is due at permit submission.

### **Building Fund - 109**

The Building Fund will account for all building expenditures and revenues from building permits and fines for permit violations.

### **Public Arts Program Fund - 110**

This fund shall be used for expenses associated with the selection, installation, commissioning, acquisition, transportation, maintenance, restoration or rehabilitation, public education, community outreach, promotion, administration, removal and insurance of works of art or in relation thereto.

### **American Rescue Plan Act Fund - 111**

This fund shall be used to fund vaccinations, provide direct relief to families bearing the brunt of the COVID-19 crisis, and support struggling communities.

### **Bond Debt Service Fund – 201**

The Debt Service Fund will account for the revenues collected through the debt service millage rate and for the payment of debt service on the general obligation bonds.



**Capital Improvement Fund - 301**

The Capital Project Fund is used to account for financial resources to be used in the improvement of the City's Government Center.

**Capital Asset Reserve Fund - 302**

This fund was established for future capital maintenance and replacement needs. This includes major government facilities, infrastructure, equipment and networks that enable the delivery of public sector services. The performance and continued use of these capital assets is essential to the health, safety, economic development and quality of life of those receiving services.

**General Obligation Bond, Series 2019 Fund – 303**

The General Obligation Bond Fund will account for all bond proceeds and revenues generated from these proceeds. Fund expenditures are limited to the financing of the construction and improvement of parks and recreational facilities with safety features, including but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails. No other expenditure shall be permitted, except for a prorated charge for general government services.

**Vehicle Replacement Fund – 304**

This fund has been established to manage monies to be utilized for vehicle replacement from insurance proceeds related to total vehicle losses. The Vehicle Replacement Fund is used to account for revenues and expenditures for replacement of vehicles for all departments within the City.

**General Obligation Bond, Series 2021 Fund – 305**

The General Obligation Bond, Series 2021 Fund will account for all bond proceeds and revenues generated from these proceeds. Fund expenditures are limited to the financing of the construction and improvement of parks and recreational facilities with safety features, including but not limited to, green spaces, community centers, cultural amenities, an aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails. No other expenditure shall be permitted, except for a prorated charge for general government services. This fund is associated with the issuance of the General Obligation Bonds which were first issued in 2019.

**Stormwater Utility Fund - 401**

The Stormwater Utility Fund accounts for the financial resources received and allocated on behalf of the Stormwater Utility maintained by the City of Doral. The fund is used to maintain the sewer system and drainage canals located within the city. This is a proprietary fund which focuses on the determination of operating income, changes in net assets, financial position and cash flows. Oversight of this fund is primarily the function of the Public Works Department. It is used to account for the operation, maintenance, financing and capital improvement costs of stormwater collection systems providing services to all residents of the city and all commercial properties.

**Other Post-employment Benefits Fund - 651**

This fund accounts for the prefunding of the City's obligation for Other Post-Employment Benefits (or OPEB), which are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services.



## Fund Expenditures

ACCOUNT CLASSIFICATION	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>General Fund - 001</b>							
Beginning Fund Balance	84,062,638	89,058,949	98,023,807	98,023,807	98,023,807	73,922,697	73,922,697
Revenues	66,634,537	81,184,553	79,629,401	121,851,364	122,206,876	99,684,052	100,546,599
Expenditures	(57,976,816)	(70,769,695)	(78,579,401)	(110,799,949)	(109,677,356)	(98,456,852)	(99,319,399)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	(3,661,410)	(1,450,000)	(1,050,000)	(1,050,000)	(1,050,000)	(1,227,200)	(1,227,200)
Committed (Encumbrances)	-	-	-	(32,221,963)	(32,221,963)	-	-
Use of Fund Balance	-	-	(3,358,667)	(3,358,667)	(3,358,667)	(12,191,456)	(13,038,656)
Ending Fund Balance	89,058,949	98,023,807	94,665,140	72,444,592	73,922,697	61,731,241	60,884,041
<b>Transportation Fund - 101</b>							
Beginning Fund Balance	13,266,181	13,276,235	14,747,541	14,747,541	14,747,541	4,255,687	4,255,687
Revenues	3,742,015	4,702,955	2,801,183	13,755,242	13,580,226	5,431,583	5,429,070
Expenditures	(1,342,025)	(3,231,649)	(2,801,183)	(13,755,242)	(12,468,191)	(5,431,583)	(5,429,070)
Interfunds Transfers In	-	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(10,954,059)	(10,954,059)	-	-
Use of Fund Balance	(2,389,936)	-	(649,830)	(649,830)	(649,830)	(3,280,230)	(3,264,957)
Ending Fund Balance	13,276,235	14,747,541	14,097,711	3,143,652	4,255,687	975,457	990,730
<b>Park Impact Fee Fund - 102</b>							
Beginning Fund Balance	6,794,692	6,895,300	8,907,019	8,907,019	8,907,019	2,915,392	2,915,392
Revenues	149,430	2,543,851	428,400	6,126,627	5,931,627	375,000	375,000
Expenditures	(48,822)	(532,132)	(428,400)	(6,126,627)	(6,126,627)	(375,000)	(375,000)
Committed (Encumbrances)	-	-	-	(5,378,524)	(5,378,524)	-	-
Use of Fund Balance	-	-	(98,400)	(418,103)	(418,103)	(45,000)	(45,000)
Ending Fund Balance	6,895,300	8,907,019	8,808,619	3,110,392	2,915,392	2,870,392	2,870,392
<b>Police Impact Fee Fund - 103</b>							
Beginning Fund Balance	857,893	325,451	236,392	236,392	236,392	299,232	299,232
Revenues	929,931	425,499	305,000	462,160	377,160	305,000	305,000
Expenditures	(929,931)	(425,499)	-	(157,160)	(157,160)	-	-
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	(532,442)	(89,059)	-	(157,160)	(157,160)	-	-
Ending Fund Balance	325,451	236,392	541,392	384,232	299,232	604,232	604,232
<b>People's Transportation Plan Fund - 106</b>							
Beginning Fund Balance	2,511,034	4,184,585	5,926,986	5,926,986	5,926,986	4,788,375	4,788,375
Revenues	4,457,280	5,060,214	5,020,000	6,414,181	6,449,181	6,375,000	6,375,000
Expenditures	(2,783,729)	(3,317,813)	(5,020,000)	(6,414,181)	(6,180,875)	(6,375,000)	(6,375,000)
Committed (Encumbrances)	-	-	-	(1,394,181)	(1,394,181)	-	-
Use of Fund Balance	-	-	(12,736)	(12,736)	(12,736)	(1,367,736)	(1,367,736)
Ending Fund Balance	4,184,585	5,926,986	5,914,250	4,520,069	4,788,375	3,420,639	3,420,639
<b>Development Services Technology Fee Fund - 108</b>							
Beginning Fund Balance	139,347	210,602	517,898	517,898	517,898	329,183	329,183
Revenues	257,573	412,468	376,989	447,715	449,715	376,989	376,989
Expenditures	(338,203)	(235,172)	(376,989)	(447,715)	(447,715)	(376,989)	(376,989)
Interfunds Transfers In	151,885	130,000	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(70,726)	(70,726)	-	-
Use of Fund Balance	-	-	(119,989)	(119,989)	(119,989)	(119,989)	(119,989)
Ending Fund Balance	210,602	517,898	397,909	327,183	329,183	209,194	209,194





ACCOUNT CLASSIFICATION	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>Building Fund - 109</b>							
Beginning Fund Balance	(35)	3,996,686	6,132,606	6,132,606	6,132,606	3,152,073	3,152,073
Revenues	7,838,602	6,289,205	7,669,904	7,877,526	5,440,410	7,793,051	7,748,305
Expenditures	(3,695,618)	(4,023,285)	(7,669,904)	(7,877,526)	(6,547,417)	(7,793,051)	(7,748,305)
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	(146,263)	(130,000)	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(207,622)	(207,622)	-	-
Use of Fund Balance	-	-	(1,665,904)	(1,665,904)	(1,665,904)	(2,771,551)	(2,726,805)
Ending Fund Balance	3,996,686	6,132,606	4,466,702	4,259,080	3,152,073	380,522	425,268
<b>Public Arts Program Fund - 110</b>							
Beginning Fund Balance	1,811,069	2,390,787	2,211,554	2,211,554	2,211,554	1,406,593	1,406,593
Revenues	579,647	77,363	1,040,000	1,177,500	1,200,039	1,040,000	1,040,000
Expenditures	71	(256,596)	(1,040,000)	(1,177,500)	(1,177,500)	(1,040,000)	(1,040,000)
Interfunds Transfers In	-	-	-	-	-	-	-
Committed (Encumbrances)	-	-	-	(137,500)	(137,500)	-	-
Use of Fund Balance	-	-	(690,000)	(690,000)	(690,000)	(690,000)	(690,000)
Ending Fund Balance	2,390,787	2,211,554	1,521,554	1,384,054	1,406,593	716,593	716,593
<b>American Rescue Plan Act Fund - 111</b>							
Beginning Fund Balance	6,440,697	12,748,853	12,844,546	12,844,546	12,844,546	2,908,903	2,908,903
Revenues	6,452,165	95,693	-	-	64,357	-	-
Expenditures	(144,009)	-	-	-	-	-	-
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	-	-	-	(10,000,000)	(10,000,000)	-	-
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	12,748,853	12,844,546	12,844,546	2,844,546	2,908,903	2,908,903	2,908,903
<b>Debt Service Fund - 201</b>							
Beginning Fund Balance	453	(218,261)	(177,485)	(177,485)	(177,485)	646,972	646,972
Revenues	7,575,629	7,623,407	8,386,588	8,386,588	8,398,588	9,230,754	9,230,754
Expenditures	(7,575,629)	(7,582,631)	(7,574,131)	(7,574,131)	(7,574,131)	(7,579,631)	(7,579,631)
Interfunds Transfers In	-	-	-	-	-	-	-
Use of Fund Balance	(218,714)	-	-	-	-	-	-
Ending Fund Balance	(218,261)	(177,485)	634,972	634,972	646,972	2,298,095	2,298,095
<b>Capital Improvement Fund - 301</b>							
Beginning Fund Balance	791,063	494,364	896,520	896,520	896,520	7,885	7,885
Revenues	297,519	6,954	-	888,635	888,635	-	-
Expenditures	(297,519)	(54,798)	-	(888,635)	(888,635)	(265,000)	(265,000)
Interfunds Transfers In	-	450,000	-	-	-	257,200	257,200
Committed (Encumbrances)	-	-	-	(888,635)	(888,635)	-	-
Use of Fund Balance	(296,699)	-	-	-	-	-	-
Ending Fund Balance	494,364	896,520	896,520	7,885	7,885	85	85
<b>Capital Asset Reserve Fund - 302</b>							
Beginning Fund Balance	2,811,346	3,337,869	3,484,372	3,484,372	3,484,372	3,984,372	3,984,372
Revenue	26,523	146,503	-	-	-	-	-
Interfunds Transfers In	500,000	-	500,000	500,000	500,000	420,000	420,000
Ending Fund Balance	3,337,869	3,484,372	3,984,372	3,984,372	3,984,372	4,404,372	4,404,372
<b>Park General Obligation Bond-Series 2019 Capital Project Fund - 303</b>							
Beginning Fund Balance	24,185,600	12,735,083	840,876	840,876	840,876	55,869	55,869
Revenues	11,549,080	12,177,959	-	-	50,000	-	-
Expenditures	(11,549,080)	(12,177,959)	(835,007)	(835,007)	(835,007)	-	-
Committed (Encumbrances)	-	-	-	-	-	-	-
Use of Fund Balance	(11,450,517)	(11,894,207)	-	-	-	(55,869)	(55,869)
Ending Fund Balance	12,735,083	840,876	5,869	5,869	55,869	-	-





ACCOUNT CLASSIFICATION	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>Vehicle Replacement Fund - 304</b>							
Beginning Fund Balance	117,553	333,862	91,700	91,700	91,700	48,957	48,957
Revenues	16,298	244,184	-	42,743	42,743	-	-
Expenditures	11	(344,183)	(150,000)	(192,743)	(192,743)	(150,000)	(150,000)
Interfunds Transfers In	200,000	100,000	150,000	150,000	150,000	150,000	150,000
Committed (Encumbrances)	-	-	-	(42,743)	(42,743)	-	-
Use of Fund Balance	-	(242,163)	-	-	-	-	-
Ending Fund Balance	333,862	91,700	91,700	48,957	48,957	48,957	48,957
<b>Park General Obligation Bond-Series 2021 Capital Project Fund - 305</b>							
Beginning Fund Balance	100,782,946	96,313,984	59,123,703	59,123,703	59,123,703	4,561,774	4,561,774
Revenues	4,580,313	41,503,151	413,746	56,211,929	57,761,929	4,524,744	4,523,744
Expenditures	(4,580,313)	(41,503,151)	(413,746)	(56,211,929)	(56,211,929)	(4,524,744)	(4,523,744)
Committed (Encumbrances)	-	-	-	(55,798,183)	(55,798,183)	-	-
Use of Fund Balance	(4,468,962)	(37,190,281)	(313,746)	(313,746)	(313,746)	(4,274,744)	(4,273,744)
Ending Fund Balance	96,313,984	59,123,703	58,809,957	3,011,774	4,561,774	287,030	288,030
<b>Stormwater Fund - 401</b>							
Beginning Fund Balance <sup>1</sup>	8,134,054	12,391,902	14,131,229	14,131,229	14,131,229	14,926,837	14,926,837
Revenues	4,089,010	5,525,989	4,890,000	8,236,592	8,290,771	4,890,000	4,890,000
Expenditures	(2,676,561)	(2,913,062)	(3,851,630)	(7,198,222)	(4,148,571)	(3,993,677)	(3,989,410)
Committed (Encumbrances)	-	-	-	(3,346,592)	(3,346,592)	-	-
Use of Fund Balance	-	-	-	-	-	-	-
Ending Fund Balance	12,391,902	14,131,229	15,169,599	11,823,007	14,926,837	15,823,160	15,827,427
<b>Parking Fund - 402<sup>2</sup></b>							
Beginning Fund Balance	-	-	48,634	48,634	48,634	-	-
Revenues	-	252,760	-	7,000	7,000	-	-
Expenditures	-	(204,126)	-	(7,000)	(7,000)	-	-
Committed (Encumbrances)	-	-	-	(7,000)	(7,000)	-	-
Interfunds Transfers In	-	-	-	-	-	-	-
Interfunds Transfers Out	-	-	-	-	(41,634)	-	-
Ending Fund Balance	-	48,634	48,634	41,634	-	-	-
<b>Other Post-Employment Benefits Fund - 651</b>							
Beginning Fund Balance	1,530,771	1,946,192	2,440,663	2,440,663	2,440,663	2,944,543	2,944,543
Revenues	15,421	94,471	-	-	113,880	-	-
Expenditures	-	-	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Interfunds Transfers In	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Ending Fund Balance	1,946,192	2,440,663	2,830,663	2,830,663	2,944,543	3,334,543	3,334,543
<b>Pension Fund - 652<sup>3</sup></b>							
Beginning Fund Balance	31,989	164,963	540,910	540,910	540,910	684,836	684,836
Revenues	(50,004)	64,471	-	7,112	158,150	-	-
Expenditures	(117,022)	(188,524)	-	(7,112)	(7,112)	-	-
Committed (Encumbrances)	-	-	-	(7,112)	(7,112)	-	-
Interfunds Transfers In	300,000	500,000	-	-	-	-	-
Ending Fund Balance	164,963	540,910	540,910	533,798	684,836	684,836	684,836

\*Includes approved amendments to the budget and/ or carryovers of previous year's projects.

<sup>1</sup> Stormwater Fund Balance adjusted to show net of investment in capital assets.

<sup>2</sup> In FY 2024 the Parking Fund is being budgeted out of the General Fund.

<sup>3</sup> On 06/14/2023 Ord. 2023-15 was passed and adopted which repealed Ord. 21-02 Retirement System for Elected Officials (Pension Fund)



# Five Year Financial Plan

## ***Fiscal Year 2025 Budget and Five-Year Financial Plan Highlights***

The General Fund FY 2024-25 Adopted Budget and Five-Year Financial Plan includes funding for ongoing services to the community. The following are some of the general fund highlights:

- Grand Re-opening of Doral Central Park
- Funding for an update to the Parks Master Plan
- Continue roadway construction, milling, resurfacing, and beautification projects
- Citywide intersection improvements
- Restoration of landscaping on median bullnoses, traffic circles and entry monuments citywide
- Continue mailing of quarterly QR postcards to all homes to strengthen branding and business attraction in local, regional, and new markets.
- Expand advertising, marketing, and strategic partnerships to strengthen branding and business attraction in local, regional, and new markets.
- Computer devices upgrades for Departments to optimize use of new technology and improve efficiency; along with citywide AV systems improvements to conference/meeting rooms
- Citywide Business Process Improvement initiatives, and best practices to reduce waste and cost, and improve efficiencies and quality of service
- Improve customer service through training programs

Fiscal Year's 2026 – 2029 Five-Year Financial Plan contains funding for on-going services to the community, as well as capital improvements. The following are the highlights:

- Funding for additional police officers to increase the service and presence in the community.
- Continued revitalizing Police Department's aging fleet through the acquisition of new police and PSA vehicles.
- Funding of Police gear, such as gun, tasers, ballistic vests, and helmets.
- Continued funding of IT infrastructure improvements.
- Funding for an additional Code Compliance Officer, Fixed Asset Coordinator, Labor Crew Supervisor, Public Works Electrician, and Facility Technician - HVAC Specialist in FY 2026.
- Replacement / Resurfacing of various park infrastructure including playgrounds, courts, and parking lots.



## ***Developing the Financial Plan***

### Purpose

The Five-Year Financial Plan was designed as a management tool to provide an enhanced level of financial planning for the City's General Fund. Financial planning expands a government's awareness of options, potential problems, and opportunities. The long-term revenue, expenditure, and service implications of continuing or ending existing programs or adding new programs, services, and debt can be identified. The financial planning process helps shape decisions and allows necessary and corrective action to be taken before problems become more severe.

A financial plan is not a forecast of what is certain to happen, but rather a device to highlight significant issues or problems that must be addressed if goals are to be achieved.

### Revenues

The Millage Rate is projected to remain at 1.7166 through 2027, then it is projected to increase to 1.9000 in 2028, and to 1.9766 in 2029.

Revenues were forecasted using historical data along with inflation rate projections. The rates were as follows:

- Taxes - 5%
- Licenses & Permits - 5%
- Intergovernmental - 2.2%
- Charges for Services - 10%
- Fines & Forfeits - 5%
- Miscellaneous - 2.2%

Ad Valorem revenues were forecasted using the assumption that property tax rolls are anticipated to grow 8 percent in FY 2025-26 through 2028-2029, and a collection rate of 95%.

### Operating Expenses

All Personnel costs were projected with a 3% increase, to include a 3% COLA.

Operating expenses were forecasted using historical data along with inflation rate projection. The rates were as follows:

2025 – 3.2% 2027 – 3.2% 2028 – 3.2% 2029 – 3.2%

Departments provided projected increases in personnel and operating expenditures associated with new programs or estimated increases to current programs.

### Capital Expenditures

Capital expenditures were provided by the departments based on Council's strategic initiatives.

## ***Funding of the Financial Plan***

As presented the General Fund Five Year Financial Plan is funded from taxes, licenses & permits, intergovernmental revenues, charges for services, fines & forfeitures, and other revenues. In order to fund the estimated increases in expenditures, the Millage is projected to remain at 1.7166 through 2027, then it is projected to increase to 1.9000 in 2028, and to 1.9766 in 2029.

One measure of the City's financial condition is its bond rating. Both Standard and Poor's (S&P) Global Ratings and Fitch Ratings, assignment of AA+ rating to the City's General Obligation (GO) Bond Series 2019 and 2021 issuance. On September 10th, 2024, Fitch Ratings upgraded the City's rating from AA+ to AAA.



# General Fund Five Year Budget and Financial Plan for 2025-2029

## GENERAL FUND FIVE YEAR BUDGET AND FINANCIAL PLAN FOR 2025-2029

DEPT NO	ACCOUNT CLASSIFICATION	ACTUAL FY 2021-22	ACTUAL FY 2022-23	AMENDED BUDGET* FY 2023-24	YEAR-END ESTIMATE FY 2023-24	ADOPTED FY 2024-25	DEPT.REQ. FY 2025-26	DEPT.REQ. FY 2026-27	DEPT.REQ. FY 2027-28	DEPT.REQ. FY 2028-29
	<b>MILLAGE RATE</b>	1.9000	1.9000	1.7166		1.7166	1.7166	1.7166	1.9000	1.9766
	<b>BEGINNING FUND BALANCE</b>	84,062,638	89,058,948	98,023,806	98,023,806	73,922,696	60,884,040	53,786,070	43,420,348	34,019,289
	<b>REVENUES</b>									
	TAXES	51,862,321	57,420,279	54,532,609	54,774,109	59,480,390	63,442,695	64,835,916	70,099,950	73,223,588
	LICENSES & PERMITS	2,223,569	2,298,400	1,750,000	1,877,800	1,798,033	1,887,935	1,982,331	2,081,448	2,185,520
	INTERGOVERNMENTAL	9,240,268	11,149,045	9,756,711	9,756,711	10,139,621	10,362,693	10,590,672	11,120,205	11,676,216
	CHARGES FOR SERVICES	3,538,966	3,918,082	5,196,245	5,478,417	6,303,397	6,971,837	7,700,425	8,511,243	9,392,581
	FINES AND FORFEITS	2,039,388	1,793,051	1,451,000	967,406	3,333,155	3,499,813	3,674,803	3,858,544	4,051,471
	MISCELLANEOUS	-2,269,975	4,605,696	13,584,169	13,771,803	6,453,347	6,595,321	6,740,418	6,888,707	7,040,258
	<b>TOTAL REVENUES</b>	66,634,537	81,184,553	86,270,734	86,626,246	87,507,943	92,760,293	95,524,566	102,560,097	107,569,635
	<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	0	0	3,358,667	3,358,667	13,038,656	7,097,970	10,365,722	9,401,058	10,005,081
	RESERVES - BUILDING FUND BALANCE	0	0	0	0	0	0	0	0	0
	IN USE OF FUND BALANCE DORAL CENTRAL PARK	0	0	0	0	0	0	0	0	0
	PRIOR YEAR OPERATING BALANCES	0	0	32,221,963	32,221,963	0	0	0	0	0
	<b>TOTAL OTHER RESOURCES</b>	0	0	35,580,630	35,580,630	13,038,656	7,097,970	10,365,722	9,401,058	10,005,081
	<b>TOTAL AVAILABLE RESOURCES</b>	66,634,537	81,184,553	121,851,364	122,206,876	100,546,599	99,858,263	105,890,288	111,961,155	117,574,716
	<b>EXPENDITURES BY DEPARTMENT:</b>									
10005	CITY COUNCIL	1,196,303	1,216,623	1,445,176	1,445,176	1,528,119	1,608,508	1,693,528	1,783,468	1,878,638
11005	CITY MANAGER	695,613	1,120,533	1,243,999	1,243,999	1,263,773	1,329,130	1,397,970	1,470,487	1,546,883
11505	PUBLIC AFFAIRS	848,731	895,562	1,332,239	1,208,493	1,291,658	1,360,974	1,428,363	1,499,237	1,573,784
11605	ECONOMIC DEVELOPMENT	0	0	0	0	364,520	390,666	418,807	449,099	481,712
12005	CITY CLERK	506,171	548,083	688,371	542,113	779,930	735,649	850,535	809,716	928,244
13005	CHARTER ENFORCEMENT	399	0	80,050	80,050	93,332	182,532	192,164	202,323	213,039
20005	HUMAN RESOURCES	894,007	1,019,595	1,404,458	1,404,458	1,609,222	1,689,767	1,774,555	1,863,822	1,957,818
21005	FINANCE	919,171	996,696	1,307,784	1,307,784	1,355,440	1,427,706	1,504,025	1,584,638	1,669,801
21505	PROCUREMENT & ASSET MANAGEMENT	271,211	180,462	391,519	391,519	742,983	853,889	894,562	937,300	982,213
22005	INFORMATION TECHNOLOGY	5,775,044	7,438,893	8,035,075	8,035,075	8,491,133	8,536,206	9,175,525	9,796,021	10,462,391
30005	CITY ATTORNEY	721,173	951,912	955,000	955,000	955,000	985,560	1,017,098	1,049,645	1,083,234
40005	PLANNING & ZONING	1,237,668	1,419,531	1,685,159	1,717,785	1,980,261	2,041,578	2,136,428	2,236,057	2,340,727
50005	GENERAL GOVERNMENT	5,176,586	5,530,767	6,994,200	6,676,320	8,626,881	8,749,618	8,599,253	7,525,826	7,787,576
60005	POLICE	26,886,550	29,407,486	35,710,966	35,710,966	40,175,837	40,516,942	43,009,919	46,791,120	49,805,248
71005	CODE COMPLIANCE	1,243,898	1,225,769	1,582,573	1,574,953	1,632,972	1,815,596	1,879,937	1,949,284	2,079,920
80005	PUBLIC WORKS	5,737,799	7,161,500	8,373,458	7,813,743	7,923,674	8,236,828	8,582,034	8,959,532	9,355,235
90005	PARKS & RECREATION	5,866,493	11,656,283	39,569,922	39,569,922	20,504,664	17,039,916	18,108,386	19,826,380	21,601,051
	<b>TOTAL EXPENDITURES</b>	57,976,817	70,769,695	110,799,949	109,677,356	99,319,399	97,501,063	102,663,088	108,733,955	115,747,516
	<b>INTERFUND TRANSFERS OUT</b>	3,661,410	1,450,000	1,050,000	1,050,000	1,227,200	2,357,200	3,227,200	3,227,200	1,827,200
	<b>TOTAL GENERAL FUND EXPENDITURES</b>	61,638,227	72,219,695	111,849,949	110,727,356	100,546,599	99,858,263	105,890,288	111,961,155	117,574,716
	PRIOR YEAR OPERATING BALANCES	0	0	32,221,963	32,221,963	0	0	0	0	0
	FUND BALANCE TRANSFER TO BUILDING FUND	0	0	0	0	0	0	0	0	0
	IN USE OF FUND BALANCE DORAL CENTRAL PARK	0	0	0	0	0	0	0	0	0
	USE OF FUND BALANCE	0	0	3,358,667	3,358,667	13,038,656	7,097,970	10,365,722	9,401,058	10,005,081
	<b>ENDING FUND BALANCE</b>	\$89,058,948	\$98,023,806	\$72,444,591	\$73,922,696	\$60,884,040	\$53,786,070	\$43,420,348	\$34,019,289	\$24,014,208
	15% REQUIRED RESERVE			\$ 16,777,492	\$ 16,609,103	\$ 15,081,990	\$ 14,978,739	\$ 15,883,543	\$ 16,794,173	\$ 17,636,207
	EXCESS/(DEFICIT) IN REQUIRED RESERVE			\$ 55,667,099	\$ 57,313,593	\$ 45,802,050	\$ 38,807,330	\$ 27,536,804	\$ 17,225,116	\$ 6,378,001





GENERAL FUND REVENUES							
DESCRIPTION	ACTUAL FY 2022-23	YEAR-END ESTIMATE FY 2023-24	ADOPTED FY 2024-25	PROJECTED FY 2025-26	PROJECTED FY 2026-27	PROJECTED FY 2027-28	PROJECTED FY 2028-29
<b>TAXES:</b>							
AD VALOREM	\$ 24,748,542	\$ 29,930,182	\$ 32,942,854	\$35,578,283	\$35,578,283	\$ 39,379,434	\$ 40,967,047
OTHER TAXES	\$ 32,671,737	\$ 24,843,927	\$ 26,537,536	\$27,864,413	\$29,257,633	\$ 30,720,515	\$ 32,256,541
TOTAL TAXES	\$ 57,420,279	\$ 54,774,109	\$ 59,480,390	\$ 63,442,695	\$ 64,835,916	\$ 70,099,950	\$ 73,223,588
<b>LICENSES &amp; PERMITS:</b>							
LOCAL BUSINESS LICENSE TAX	\$ 1,659,141	\$ 1,200,000	\$ 1,200,000	\$ 1,260,000	\$ 1,323,000	\$ 1,389,150	\$ 1,458,608
OTHER LICENSES & PERMITS	\$ 639,259	\$ 677,800	\$ 598,033	\$ 627,935	\$ 659,331	\$ 692,298	\$ 726,913
TOTAL LICENSES & PERMITS	\$ 2,298,400	\$ 1,877,800	\$ 1,798,033	\$ 1,887,935	\$ 1,982,331	\$ 2,081,448	\$ 2,185,520
<b>INTERGOVERNMENTAL REVENUES</b>	\$ 11,149,045	\$ 9,756,711	\$ 10,139,621	\$10,362,693	\$10,590,672	\$ 11,120,205	\$ 11,676,216
<b>CHARGES FOR SERVICES</b>	\$ 3,918,082	\$ 5,478,417	\$ 6,303,397	\$ 6,971,837	\$ 7,700,425	\$ 8,511,243	\$ 9,392,581
<b>FINES &amp; FORFEITS</b>	\$ 1,793,051	\$ 967,406	\$ 3,333,155	\$ 3,499,813	\$ 3,674,803	\$ 3,858,544	\$ 4,051,471
<b>MISCELLANEOUS</b>	\$ 4,605,696	\$ 13,771,803	\$ 6,453,347	\$ 6,595,321	\$ 6,740,418	\$ 6,888,707	\$ 7,040,258
<b>TOTAL GENERAL FUND REVENUES</b>	\$ 81,184,553	\$ 86,626,246	\$ 87,507,943	\$ 92,760,293	\$ 95,524,566	\$ 102,560,097	\$ 107,569,635

\* Includes approved amendments to the budget or carryovers of previous year's projects.

FIVE YEAR BUDGET AND FINANCIAL PLAN FOR 2025-2029								
DEPARTMENT		ADOPTED FY 2023-24	ADOPTED FY 2024-25	PROJECTED FY 2025-26	PROJECTED FY 2026-27	PROJECTED FY 2027-28	PROJECTED FY 2028-29	% CHANGE FY2025 TO FY2029
10005	CITY COUNCIL	\$ 1,445,176	\$ 1,528,119	\$ 1,608,508	\$ 1,693,528	\$ 1,783,468	\$ 1,878,638	23%
11005	CITY MANAGER	\$ 1,243,999	\$ 1,263,773	\$ 1,329,130	\$ 1,397,970	\$ 1,470,487	\$ 1,546,883	22%
11505	PUBLIC AFFAIRS	\$ 1,217,493	\$ 1,291,658	\$ 1,360,974	\$ 1,428,363	\$ 1,499,237	\$ 1,573,784	22%
11605	ECONOMIC DEVELOPMENT	\$ -	\$ 364,520	\$ 390,666	\$ 418,807	\$ 449,099	\$ 481,712	32%
12005	CITY CLERK	\$ 688,371	\$ 779,930	\$ 735,649	\$ 850,535	\$ 809,716	\$ 928,244	19%
13005	CHARTER ENFORCEMENT	\$ 80,050	\$ 93,332	\$ 182,532	\$ 192,164	\$ 202,323	\$ 213,039	128%
20005	HUMAN RESOURCES	\$ 1,404,458	\$ 1,609,222	\$ 1,689,767	\$ 1,774,555	\$ 1,863,822	\$ 1,957,818	22%
21005	FINANCE	\$ 1,307,784	\$ 1,355,440	\$ 1,427,706	\$ 1,504,025	\$ 1,584,638	\$ 1,669,801	23%
21505	PROCUREMENT & ASSET MANAGEMENT	\$ 391,519	\$ 742,983	\$ 853,889	\$ 894,562	\$ 937,300	\$ 982,213	32%
22005	INFORMATION TECHNOLOGY	\$ 7,718,229	\$ 8,491,133	\$ 8,536,206	\$ 9,175,525	\$ 9,796,021	\$ 10,462,391	23%
30005	CITY ATTORNEY	\$ 955,000	\$ 955,000	\$ 985,560	\$ 1,017,098	\$ 1,049,645	\$ 1,083,234	13%
40005	PLANNING & ZONING	\$ 1,614,497	\$ 1,980,261	\$ 2,041,578	\$ 2,136,428	\$ 2,236,057	\$ 2,340,727	18%
50005	GENERAL GOVERNMENT	\$ 7,581,599	\$ 9,854,081	\$ 11,106,818	\$ 11,826,453	\$ 10,753,026	\$ 9,614,776	-2%
60005	POLICE	\$ 35,479,402	\$ 40,175,837	\$ 40,516,942	\$ 43,009,919	\$ 46,791,120	\$ 49,805,248	24%
71005	CODE COMPLIANCE	\$ 1,582,573	\$ 1,632,972	\$ 1,815,596	\$ 1,879,937	\$ 1,949,284	\$ 2,079,920	27%
80005	PUBLIC WORKS	\$ 7,106,068	\$ 7,923,674	\$ 8,236,828	\$ 8,582,034	\$ 8,959,532	\$ 9,355,235	18%
90005	PARKS & RECREATION	\$ 9,813,183	\$ 20,504,664	\$ 17,039,916	\$ 18,108,386	\$ 19,826,380	\$ 21,601,051	5%
		\$ 79,629,401	\$100,546,599	\$ 99,858,263	\$105,890,288	\$ 111,961,155	\$ 117,574,716	17%

FY 2024-25 Approved Budget figures do not include Encumbrance Carryovers or Budget Adjustments

	2026	2027	2028	2029
Consumer Price Index for all Urban Consumers:	3.20%	3.20%	3.20%	3.20%

Source: whitehouse.gov - 2024 Budget Assumptions



FIVE YEAR BUDGET AND FINANCIAL PLAN FOR 2025-2029							
PERSONNEL COST							
DEPARTMENT	ADOPTED FY 2023-24	ADOPTED FY 2024-25	PROJECTED FY 2025-26	PROJECTED FY 2026-27	PROJECTED FY 2027-28	PROJECTED FY 2028-29	% CHANGE FY2025 TO FY2029
10005 CITY COUNCIL - Personnel	\$ 817,298	\$ 853,744	\$ 896,431	\$ 941,253	\$ 988,315	\$ 1,037,731	22%
CITY COUNCIL - Life & Health	\$ 289,378	\$ 335,875	\$ 362,745	\$ 391,765	\$ 423,106	\$ 456,954	36%
11005 CITY MANAGER - Personnel	\$ 1,086,541	\$ 1,113,498	\$ 1,169,173	\$ 1,227,632	\$ 1,289,013	\$ 1,353,464	22%
CITY MANAGER - Life & Health	\$ 108,708	\$ 101,525	\$ 109,647	\$ 118,419	\$ 127,892	\$ 138,124	36%
11505 PUBLIC AFFAIRS - Personnel	\$ 876,152	\$ 1,020,579	\$ 1,071,608	\$ 1,125,188	\$ 1,181,448	\$ 1,240,520	22%
PUBLIC AFFAIRS - Life & Health	\$ 91,485	\$ 87,751	\$ 94,771	\$ 102,353	\$ 110,541	\$ 119,384	36%
11605 ECONOMIC DEVELOPMENT - Personnel	\$ -	\$ 245,684	\$ 265,339	\$ 286,566	\$ 309,491	\$ 334,250	36%
ECONOMIC DEVELOPMENT - Life & Health	\$ -	\$ 56,006	\$ 60,486	\$ 65,325	\$ 70,551	\$ 76,196	36%
12005 CITY CLERK - Personnel	\$ 420,486	\$ 510,635	\$ 536,167	\$ 562,975	\$ 591,124	\$ 620,680	22%
CITY CLERK - Life & Health	\$ 31,685	\$ 32,695	\$ 35,311	\$ 38,135	\$ 41,186	\$ 44,481	36%
13005 CHARTER ENFORCEMENT - Personnel	\$ 70,296	\$ 77,833	\$ 155,274	\$ 163,037	\$ 171,189	\$ 179,749	131%
CHARTER ENFORCEMENT - Life & Health	\$ 6,544	\$ 12,289	\$ 20,736	\$ 22,395	\$ 24,187	\$ 26,122	113%
20005 HUMAN RESOURCES - Personnel	\$ 1,057,650	\$ 1,219,264	\$ 1,280,227	\$ 1,344,239	\$ 1,411,450	\$ 1,482,023	22%
HUMAN RESOURCES - Life & Health	\$ 124,742	\$ 147,981	\$ 159,819	\$ 172,605	\$ 186,413	\$ 201,327	36%
21005 FINANCE - Personnel	\$ 1,032,781	\$ 1,056,004	\$ 1,108,804	\$ 1,164,244	\$ 1,222,457	\$ 1,283,579	22%
FINANCE - Life & Health	\$ 181,823	\$ 205,906	\$ 222,378	\$ 240,169	\$ 259,382	\$ 280,133	36%
21505 PROCUREMENT & ASSET MANAGEMENT - Personnel	\$ 335,823	\$ 477,469	\$ 565,094	\$ 593,349	\$ 623,017	\$ 654,168	37%
PROCUREMENT & ASSET MANAGEMENT - Life & Health	\$ 40,246	\$ 49,814	\$ 66,192	\$ 71,487	\$ 77,206	\$ 83,383	67%
22005 INFORMATION TECHNOLOGY - Personnel	\$ 2,153,946	\$ 2,582,473	\$ 2,711,597	\$ 2,847,176	\$ 2,989,535	\$ 3,139,012	22%
INFORMATION TECHNOLOGY - Life & Health	\$ 378,332	\$ 401,767	\$ 433,908	\$ 468,621	\$ 506,111	\$ 546,600	36%
30005 CITY ATTORNEY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
40005 PLANNING & ZONING - Personnel	\$ 1,233,545	\$ 1,088,709	\$ 1,143,144	\$ 1,200,302	\$ 1,260,317	\$ 1,323,333	22%
PLANNING & ZONING - Life & Health	\$ 201,522	\$ 172,502	\$ 186,302	\$ 201,206	\$ 217,303	\$ 234,687	36%
50005 GENERAL GOVERNMENT - Personnel	\$ 794,899	\$ 1,218,125	\$ 1,279,031	\$ 1,342,983	\$ 1,410,132	\$ 1,480,639	22%
GENERAL GOVERNMENT - Life & Health	\$ 41,363	\$ 41,363	\$ 44,672	\$ 48,246	\$ 52,105	\$ 56,274	36%
60005 POLICE - Personnel	\$ 27,055,153	\$ 29,926,736	\$ 33,325,661	\$ 34,991,944	\$ 38,824,811	\$ 40,766,051	36%
POLICE - Life & Health	\$ 3,324,711	\$ 3,173,901	\$ 3,656,617	\$ 3,949,147	\$ 4,491,539	\$ 4,850,862	53%
71005 CODE COMPLIANCE - Personnel	\$ 1,322,191	\$ 1,427,413	\$ 1,539,757	\$ 1,616,745	\$ 1,697,582	\$ 1,782,461	25%
CODE COMPLIANCE - Life & Health	\$ 192,810	\$ 160,459	\$ 173,296	\$ 187,159	\$ 202,132	\$ 218,303	36%
80005 PUBLIC WORKS - Personnel	\$ 2,926,798	\$ 3,320,365	\$ 3,711,291	\$ 3,896,855	\$ 4,091,698	\$ 4,296,283	29%
PUBLIC WORKS - Life & Health	\$ 575,990	\$ 549,904	\$ 631,347	\$ 681,855	\$ 736,403	\$ 795,316	45%
90005 PARKS & RECREATION - Personnel	\$ 5,098,869	\$ 7,531,482	\$ 7,908,056	\$ 8,303,459	\$ 8,718,632	\$ 9,154,563	22%
PARKS & RECREATION - Life & Health	\$ 581,752	\$ 726,083	\$ 784,170	\$ 846,903	\$ 914,655	\$ 987,828	36%
	\$ 52,453,519	\$ 59,925,834	\$ 65,709,053	\$ 69,213,737	\$ 75,220,925	\$ 79,244,477	32%

FIVE YEAR BUDGET AND FINANCIAL PLAN FOR 2025-2029							
OPERATING COST							
DEPARTMENT	ADOPTED FY 2023-24	ADOPTED FY 2024-25	PROJECTED FY 2025-26	PROJECTED FY 2026-27	PROJECTED FY 2027-28	PROJECTED FY 2028-29	% CHANGE FY2025 TO FY2029
10005 CITY COUNCIL	\$ 338,500	\$ 338,500	\$ 349,332	\$ 360,511	\$ 372,047	\$ 383,952	13%
11005 CITY MANAGER	\$ 48,750	\$ 48,750	\$ 50,310	\$ 51,920	\$ 53,581	\$ 55,296	13%
11505 PUBLIC AFFAIRS	\$ 241,556	\$ 183,328	\$ 194,594	\$ 200,822	\$ 207,248	\$ 213,880	17%
11605 ECONOMIC DEVELOPMENT	\$ -	\$ 62,830	\$ 64,841	\$ 66,915	\$ 69,057	\$ 71,267	13%
12005 CITY CLERK	\$ 236,200	\$ 236,600	\$ 164,171	\$ 249,425	\$ 177,406	\$ 263,083	11%
13005 CHARTER ENFORCEMENT	\$ 3,210	\$ 3,210	\$ 6,523	\$ 6,731	\$ 6,947	\$ 7,169	123%
20005 HUMAN RESOURCES	\$ 222,066	\$ 241,977	\$ 249,720	\$ 257,711	\$ 265,958	\$ 274,469	13%
21005 FINANCE	\$ 93,180	\$ 93,530	\$ 96,523	\$ 99,612	\$ 102,799	\$ 106,089	13%
21505 PROCUREMENT & ASSET MANAGEMENT	\$ 15,450	\$ 215,700	\$ 222,602	\$ 229,726	\$ 237,077	\$ 244,663	13%
22005 INFORMATION TECHNOLOGY	\$ 4,372,235	\$ 4,875,393	\$ 5,018,701	\$ 5,507,727	\$ 5,918,375	\$ 6,414,779	32%
30005 CITY ATTORNEY	\$ 955,000	\$ 955,000	\$ 985,560	\$ 1,017,098	\$ 1,049,645	\$ 1,083,234	13%
40005 PLANNING & ZONING	\$ 179,430	\$ 690,050	\$ 712,132	\$ 734,920	\$ 758,437	\$ 782,707	13%
50005 GENERAL GOVERNMENT	\$ 3,476,425	\$ 5,318,955	\$ 5,489,162	\$ 5,664,815	\$ 5,846,089	\$ 6,033,164	13%
60005 POLICE	\$ 2,046,009	\$ 1,906,744	\$ 2,037,384	\$ 2,179,941	\$ 2,326,459	\$ 2,486,196	30%
71005 CODE COMPLIANCE	\$ 43,600	\$ 45,100	\$ 46,543	\$ 48,033	\$ 49,570	\$ 51,156	13%
80005 PUBLIC WORKS	\$ 3,568,280	\$ 3,758,905	\$ 3,879,190	\$ 4,003,324	\$ 4,131,430	\$ 4,263,636	13%
90005 PARKS & RECREATION	\$ 3,708,412	\$ 6,159,099	\$ 8,041,690	\$ 8,299,024	\$ 8,564,593	\$ 8,838,660	44%
	\$ 19,548,303	\$ 25,133,671	\$ 27,608,977	\$ 28,978,254	\$ 30,136,719	\$ 31,573,400	26%





FIVE YEAR BUDGET AND FINANCIAL PLAN FOR 2025-2029							
CAPITAL COST							
DEPARTMENT	ADOPTED FY 2023-24	ADOPTED FY 2024-25	PROJECTED FY 2025-26	PROJECTED FY 2026-27	PROJECTED FY 2027-28	PROJECTED FY 2028-29	% CHANGE FY2025 TO FY2029
10005 CITY COUNCIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11005 CITY MANAGER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11505 PUBLIC AFFAIRS	\$ 8,300	\$ -	\$ -	\$ -	\$ -	\$ -	
11605 ECONOMIC DEVELOPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
12005 CITY CLERK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
20005 HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
21005 FINANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
21505 PROCUREMENT & ASSET MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
22005 INFORMATION TECHNOLOGY	\$ 813,716	\$ 631,500	\$ 372,000	\$ 352,000	\$ 382,000	\$ 362,000	-43%
30005 CITY ATTORNEY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
40005 PLANNING & ZONING	\$ -	\$ 29,000	\$ -	\$ -	\$ -	\$ -	-100%
50005 GENERAL GOVERNMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
60005 POLICE	\$ 3,053,529	\$ 5,168,456	\$ 1,497,280	\$ 1,888,887	\$ 1,148,311	\$ 1,702,139	-67%
71005 CODE COMPLIANCE	\$ 23,972	\$ -	\$ 56,000	\$ 28,000	\$ -	\$ 28,000	
80005 PUBLIC WORKS	\$ 35,000	\$ 294,500	\$ 15,000	\$ -	\$ -	\$ -	-100%
90005 PARKS & RECREATION	\$ 424,150	\$ 6,088,000	\$ 306,000	\$ 659,000	\$ 1,628,500	\$ 2,620,000	-57%
	\$ 4,358,667	\$ 12,211,456	\$ 2,246,280	\$ 2,927,887	\$ 3,158,811	\$ 4,712,139	-61%

FIVE YEAR BUDGET AND FINANCIAL PLAN FOR 2025-2029							
DEBT & GRANTS/ TRANSFERS							
DEPARTMENT	ADOPTED FY 2023-24	ADOPTED FY 2024-25	PROJECTED FY 2025-26	PROJECTED FY 2026-27	PROJECTED FY 2027-28	PROJECTED FY 2028-29	% CHANGE FY2025 TO FY2029
10005 CITY COUNCIL	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11005 CITY MANAGER	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11505 PUBLIC AFFAIRS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
11605 ECONOMIC DEVELOPMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
12005 CITY CLERK	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
13005 CHARTER ENFORCEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
20005 HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
21005 FINANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
21505 PROCUREMENT & ASSET MANAGEMENT	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
22005 INFORMATION TECHNOLOGY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
30005 CITY ATTORNEY	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
40005 PLANNING & ZONING	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
50005 GENERAL GOVERNMENT	\$ 3,268,912	\$ 3,275,638	\$ 4,293,953	\$ 4,770,410	\$ 3,444,700	\$ 2,044,700	-38%
60005 POLICE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
71005 CODE COMPLIANCE	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
80005 PUBLIC WORKS	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
90005 PARKS & RECREATION	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ 3,268,912	\$ 3,275,638	\$ 4,293,953	\$ 4,770,410	\$ 3,444,700	\$ 2,044,700	-38%



## Capital Improvement Element

Below is a chart from the 2024 Capital Improvement Element Update. The CIE Update includes all capital projects for which the City has fiscal responsibility, including Stormwater management, Parks & Recreation, and Transportation. The update also includes capital improvement projects which are the responsibility of other government agencies and entities, including water supply, sanitary sewer, solid waste, public school facilities and transportation facilities. These "non-Doral" projects are funded by Miami-Dade County, Miami-Dade Public School Board, Miami-Dade Metropolitan Planning Organization (MPO) and the Florida Department of Transportation (FDOT).

The operating impact of major capital improvements is the possibility of millage rate increases, as well as, use of fund balance in future operating budgets. Refer to the five-year financial plan for more detailed information.

The data and analysis presented herein shows level of service (LOS) needs in transportation, parks and recreation, and stormwater management. Tables 14 and 15 below show the projected 5-year revenues and planned project expenditures for capital improvements in the City. The proposed SCI in Table 16 is intended to address the maintenance and improvement of public facilities including transportation, stormwater/drainage and parks in FY 2024-2029.

*Table 14: Projected Revenues for Capacity-Related Projects by Funding Source*

FUNDING SOURCES	FY 2024/25 (in \$\$s)	FY 2025/26 (in \$\$s)	FY 2026/27 (in \$\$s)	FY 2027/28 (in \$\$s)	FY 2028/29 (in \$\$s)	5 YEAR TOTAL FY 2024-2029 (in \$\$s)
Park Impact Fee Fund	260,000	265,200	270,504	275,914	281,432	<b>1,353,050</b>
Stormwater Fund	4,987,800	5,087,566	5,189,807	5,298,093	5,408,638	<b>25,971,904</b>
Transportation Fund	1,748,023	1,782,983	1,818,643	1,855,016	1,892,116	<b>9,096,781</b>
<b>TOTALS</b>	<b>6,995,823</b>	<b>7,135,749</b>	<b>7,278,954</b>	<b>7,429,023</b>	<b>7,582,186</b>	<b><u>36,421,735</u></b>

Source: City of Doral, July 2024.

*Table 15: Projected 5-Year Expenditures for Capital Improvements by Type*

Project Type	FY2024/25 (in \$\$s)	FY2025/26 (in \$\$s)	FY2026/27 (in \$\$s)	FY2027/28 (in \$\$s)	FY2028/2029 (in \$\$s)	5-YEAR TOTAL FY 2024-2029 (in \$\$s)
<b>City-Funded Projects</b>						
Parks*	612,000	388,000	823,000	1,628,500	2,635,500	<b>6,087,000</b>
Stormwater / Drainage	1,000,000	1,050,000	1,070,000	1,100,000	1,125,000	<b>5,345,000</b>
Transportation	1,750,000	4,800,000	5,550,000	3,400,000	4,150,000	<b>19,650,000</b>
<b>TOTALS</b>	<b>3,362,000</b>	<b>6,238,000</b>	<b>7,443,000</b>	<b>6,128,500</b>	<b>7,910,500</b>	<b><u>31,082,000</u></b>

Source: City of Doral Public Works and Parks Departments, July 2024.

\* Does not include Parks Bond projects; includes funding from the General Fund and Park Impact fees.

Revenue projections for capital projects (by type) to be funded by Doral are presented in Table 14. Table 15 summarizes the proposed expenditures for parks, stormwater/drainage and transportation based on the Schedule of Capital Improvements for FY 2024-2029.

An analysis of the projected revenues and planned capital expenditure indicates that overall City capital project revenues will exceed costs by an estimated \$5.8 million over the next five (5) years. The City is projected to accumulate \$36.4 million in revenues over the 5-year planning period to fund the capital improvements needed to maintain and improve public facility LOS and has identified a total of 30.5 million in capital improvement projects over the planning period.



Table 16. Doral's Schedule of Capital Improvements 2024/25- 2028/29

PROJECTS / LOCATION	TYPE OF WORK	FY 2024-25 (in \$S)	FY 2025-26 (in \$S)	FY 2026-27 (in \$S)	FY 2027-28 (in \$S)	FY 2028-29 (in \$S)	TOTAL COST FY 2024-2029	FUNDING SOURCE
<b>TRANSPORTATION PROJECTS*</b>								
1. Citywide (Milling and Resurfacing / Restriping)	Roadway Maintenance	225,000	0	300,000	300,000	300,000	1,125,000	PTP, TF
2. Landmark Community Complete Streets	Traffic Calming Improvements	500,000	0	0	0	0	500,000	TF
3. Citywide Traffic Calming	Traffic Calming Improvements	0	150,000	0	150,000	150,000	450,000	TF
4. NW 90 <sup>th</sup> St (Vacant Land Section 7)	Roadway Widening	0	0	0	250,000	0	250,000	TF
5. NW 104 <sup>th</sup> Av (69-70 St)	Roadway Widening	0	0	0	250,000	0	250,000	TF
6. NW 102nd Av (76 St. to 86 St)	Roadway Widening	0	0	0	2,000,000	0	2,000,000	SWF, TF
7. Citywide Bus Shelters	Transit Mobility & Infrastructure		250,000	0	250,000	0	500,000	TF
8. NW 114 Av (34 – 39 St)	Roadway Improvements	0	0	0	0	1,500,000	1,500,000	SWF, TF
9. NW 34 <sup>th</sup> St (117 Av – 112 Av)	Roadway Improvements	0	0	1,500,000	0	0	1,500,000	SWF, TF
10. NW 117 Av (NW 25 St – NW 34 St)	Roadway Improvements	0	1,800,000	0		0	1,800,000	SWF, TF
11. Intersection Improvements - Citywide	Roadway Improvements	25,000	0	100,000	0	100,000	225,000	TF
12. Do Not Block Intersections	Roadway Improvements	0	0	100,000	0	100,000	200,000	TF
13. FPL Underground Power Lines	Roadway Improvements	0	600,000	0	200,000	0	800,000	TF
14. NW 33 St (NW 79 Av – 82 <sup>nd</sup> Av)	Roadway Reconstruction	0	0	1,500,000	0	0	1,500,000	SWF, TF
15. Improvements Identified in 2023 Transportation Master Plan Update	Roadway Improvements	0	0	0	0	2,000,000	2,000,000	SWF, TF, GF, PTP
16. Doral Arts District	Complete Streets	1,000,000	2,000,000	2,000,000	0	0	5,000,000	TF, SWF, GF, PTP
<b>5 Year Transportation Cost Sub Total</b>		<b>1,750,000</b>	<b>4,800,000</b>	<b>5,500,000</b>	<b>3,400,000</b>	<b>4,150,000</b>	<b>19,600,000</b>	

CITY PARKS PROJECTS**	Type of Work	FY 2024-25 (in \$S)	FY 2025-26 (in \$S)	FY 2026-27 (in \$S)	FY 2027-28 (in \$S)	FY 2028-29 (in \$S)	Total Cost FY 2024-2029	Funding Source
1. Parks Projects	Citywide park and recreation projects	612,000	388,000	823,000	1,628,500	2,635,500	3,715,000	PIF, GF
2. Flightway- Public Works Retention Park	Park construction	0	0	0	0	0	0	Private Funding
<b>Parks Cost Subtotal</b>		<b>612,000</b>	<b>388,000</b>	<b>823,000</b>	<b>1,628,000</b>	<b>2,635,500</b>	<b>3,715,000</b>	
<b>CITY STORMWATER PROJECTS*</b>								
1. Stormwater Master Plan Improvements	Stormwater Improvements	1,000,000	650,000	620,000	400,000	1,125,000	3,795,000	SWF
2. NW 78 <sup>th</sup> Av (12 <sup>th</sup> St – 15 <sup>th</sup> St)	Stormwater Improvements	0	400,000	0	0	0	400,000	SWF
3. NW 88 <sup>th</sup> Av (13 <sup>th</sup> Terr – 15 <sup>th</sup> St)	Stormwater Improvements			450,000		0	450,000	SWF
4. 115 <sup>th</sup> Av (31st Av - Doral Blvd)	Stormwater Improvements				700,000	0	700,000	SWF
<b>Stormwater Cost Sub Total</b>		<b>1,000,000</b>	<b>1,050,000</b>	<b>1,070,000</b>	<b>1,100,000</b>	<b>1,125,000</b>	<b>5,345,000</b>	
<b>TOTAL CITY CAPITAL COST</b>		<b>3,362,000</b>	<b>6,238,000</b>	<b>7,393,000</b>	<b>6,128,000</b>	<b>7,910,500</b>	<b>28,660,000</b>	

\* Source: City of Doral Public Works Dept., July 2024.

\*\* Source: City of Doral Parks Dept., July 2024. Park costs do not include projects funded by the Parks Bond.

**Table Key:**

TF: Transportation Fund

PIF: Park Impact Fees

SG: State Appropriation for Stormwater Improvements

SWF: Stormwater Fund

GF: General Fund

PTP: Peoples Transportation Fund (CITT)



---

# GENERAL FUND REVENUES

---





GENERAL FUND REVENUES								
ACCOUNT - DESCRIPTION	ACTUALS		ADOPTED BUDGET		AMENDED BUDGET		YEAR-END ESTIMATE	
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>TAXES</b>								
311100 - AD VALOREM TAXES - CURRENT	26,314,166	24,748,542	29,930,182	29,930,182	29,937,988	29,930,182	32,942,854	32,942,854
311200 - AD VALOREM TAXES-DELINQUENT	637,242	2,374,617	600,000	600,000	253,389	600,000	600,000	600,000
313100 - FRANCHISE FEES - ELECTRICITY	8,025,506	9,481,089	7,200,000	7,200,000	5,904,966	7,200,000	8,000,000	8,000,000
313700 - FRANCHISE FEES - SOLID WASTE	1,812,140	2,047,104	1,800,000	1,800,000	2,018,879	2,000,000	2,000,000	2,000,000
313900 - FRANCHISE FEES - BUS BENCH ADS	70,227	10,938	10,000	10,000	32,226	50,000	50,000	50,000
313920 - TOWING FEES	12,645	15,270	12,500	12,500	12,599	14,000	14,000	14,000
314100 - UTILITY TAXES - ELECTRICITY	9,605,103	12,762,588	9,500,000	9,500,000	7,908,860	9,500,000	10,000,000	10,000,000
314200 - COMMUNICATION SERVICES TAX	3,768,231	4,139,355	3,929,927	3,929,927	3,556,322	3,929,927	4,263,536	4,263,536
314300 - UTILITY TAXES - WATER	1,402,263	1,617,140	1,350,000	1,350,000	1,428,294	1,350,000	1,400,000	1,400,000
314400 - UTILITY TAXES - GAS	214,798	223,636	200,000	200,000	518,158	200,000	210,000	210,000
<b>TAXES TOTAL</b>	<b>51,862,321</b>	<b>57,420,279</b>	<b>54,532,609</b>	<b>54,532,609</b>	<b>51,571,679</b>	<b>54,774,109</b>	<b>59,480,390</b>	<b>59,480,390</b>
<b>LICENSES &amp; PERMITS</b>								
321100 - LOCAL BUSINESS LICENSE TAX	794,579	1,659,141	1,200,000	1,200,000	1,757,141	1,200,000	1,200,000	1,200,000
329101 - OTHER FEES - BOILER FEES	15,175	0	0	0	0	0	0	0
329200 - ALARM PERMITS	178,307	223,222	190,000	190,000	141,926	190,000	190,000	190,000
329300 - ZONING HEARING FEES	349,722	41,442	30,000	30,000	123,539	100,000	50,000	50,000
329400 - ZONING PLAN REVIEW FEES	82,982	78,450	55,000	55,000	82,530	55,000	55,000	55,000
329401 - ZONING PERMIT REVIEW FEES	123,925	79,580	60,000	60,000	88,841	60,000	60,000	60,000
329402 - PW-PLATTING PERMIT FEES	19,950	17,100	25,000	25,000	4,550	10,000	10,000	10,000
329500 - CERTIFICATES OF OCCUPANCY	222,760	0	0	0	0	0	0	0
329600 - CONCURRENCY FEES	58,904	35,792	60,000	60,000	12,125	60,000	60,000	60,000
329700 - PUBLIC WORKS PERMITS	353,566	141,073	100,000	100,000	198,503	180,000	150,000	150,000
329800 - CODE DEFAULT PROPERTY FEES	23,700	22,600	30,000	30,000	18,400	22,800	23,033	23,033
<b>LICENSES &amp; PERMITS TOTAL</b>	<b>2,223,569</b>	<b>2,298,400</b>	<b>1,750,000</b>	<b>1,750,000</b>	<b>2,427,555</b>	<b>1,877,800</b>	<b>1,798,033</b>	<b>1,798,033</b>
<b>INTERGOVERNMENTAL</b>								
335120 - STATE SHARING REVENUE	1,850,482	2,325,625	2,052,085	2,052,085	1,844,658	2,052,085	2,080,252	2,080,252
335150 - ALCOHOLIC BEVERAGE TAX	91,396	95,501	72,100	72,100	102,550	72,100	85,000	85,000
335180 - HALF CENT SALES TAX	7,212,008	8,612,518	7,543,526	7,543,526	7,102,420	7,543,526	7,885,369	7,885,369
338100 - COUNTY BUSINESS TAX RECEIPTS	86,381	115,402	89,000	89,000	83,084	89,000	89,000	89,000
<b>INTERGOVERNMENTAL TOTAL</b>	<b>9,240,268</b>	<b>11,149,045</b>	<b>9,756,711</b>	<b>9,756,711</b>	<b>9,132,712</b>	<b>9,756,711</b>	<b>10,139,621</b>	<b>10,139,621</b>
<b>CHARGES FOR SERVICES</b>								
341303 - BUILDING TRAINING FEES	12,784	0	0	0	0	0	0	0
341520 - COURT ORD. RESTITUTION PYMTS	1,494	0	0	0	0	0	0	0
341900 - LIEN SEARCH FEES	290,944	195,458	220,000	220,000	191,966	167,172	190,347	190,347
341901 - CANDIDATE QUALIFYNG FEES	4,300	0	4,500	4,500	1,600	4,500	0	0
341902 - BLDG ADMINISTRATIVE FEES	46,315	0	0	0	0	0	0	0
341903 - BLDG RECORDS REQUEST	102,793	69,739	75,000	75,000	73,171	75,000	75,000	75,000
341907 - PUBLIC RECORDS REQUEST	0	0	42,000	42,000	12,439	42,000	42,000	42,000
342100 - POLICE SERVICES	1,031,415	1,409,678	1,400,000	1,400,000	2,602,928	2,000,000	1,600,000	1,600,000
342110 - POLICE SERVICES - RECORDS	8,143	7,933	8,000	8,000	18,937	18,000	18,000	18,000
342115 - SCHOOL CROSSING GUARDS	73,000	62,938	70,000	70,000	115,899	70,000	70,000	70,000
342130 - POLICE SERVICES-SCHOOL OFFICER	734,653	835,056	829,445	829,445	553,385	829,445	963,050	963,050
342901 - BLDG RECERT FEES 40-YR	19,250	0	0	0	0	0	0	0
344500 - PARKING OPERATIONS	0	0	1,125,000	1,125,000	880,128	850,000	1,125,000	1,125,000
347200 - RECREATION FEES	133,166	141,829	120,000	120,000	107,735	120,000	150,000	150,000
347201 - RECREATION - RENTALS	298,543	335,605	300,000	300,000	422,533	300,000	450,000	450,000
347202 - RECREATION - BRONCO REGIS.	34,628	36,150	18,000	18,000	36,375	18,000	35,000	35,000
347203 - RECREATION-CONCESSIONS	5,530	6,915	8,000	8,000	6,900	8,000	12,000	12,000
347204 - RECREATION-TAXABLE SALES	781	644	1,000	1,000	327	1,000	700	700
347400 - RECREATION - SPECIAL EVENTS	31,820	47,480	50,000	50,000	53,556	50,000	60,000	60,000
347401 - RECREATION - SPONSORSHIPS	56,965	63,825	95,000	95,000	115,571	95,000	0	0
347402 - RECREATION - CAMPS	108,026	163,853	110,000	110,000	124,732	110,000	180,000	180,000
347403 - RECREATION - TENNIS	68,046	60,340	70,000	70,000	58,827	70,000	70,000	70,000
347404 - RECREATION - SOCCER	264,680	264,953	265,000	265,000	222,943	265,000	265,000	265,000
347405 - RECREATION-COMMUNITY CENTER	174,627	178,632	175,000	175,000	174,461	175,000	435,000	435,000
347406 - RECREATION-TRAINING	300	150	300	300	150	300	300	300
347407 - RECREATION-BASEBALL	36,763	36,905	35,000	35,000	18,245	35,000	35,000	35,000



GENERAL FUND REVENUES								
ACCOUNT - DESCRIPTION	ACTUALS		ADOPTED BUDGET		AMENDED BUDGET		YEAR-END ESTIMATE	
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
347408 - RECREATION-AQUATIC FACILITY	0	0	0	0	0	0	292,000	292,000
347500 - AMPHITHEATER	0	0	0	0	0	0	60,000	60,000
347900 - SPONSORSHIP NAMING RIGHTS	0	0	175,000	175,000	175,000	175,000	175,000	175,000
<b>CHARGES FOR SERVICES TOTAL</b>	<b>3,538,966</b>	<b>3,918,082</b>	<b>5,196,245</b>	<b>5,196,245</b>	<b>5,967,807</b>	<b>5,478,417</b>	<b>6,303,397</b>	<b>6,303,397</b>
<b>FINES &amp; FORFEITS</b>								
351100 - JUDGEMENTS & FINES	554,393	589,130	590,000	590,000	410,511	545,566	572,417	572,417
351150 - SAFETY REDLIGHT CAMERAS	1,233,188	852,373	0	0	23,005	17,000	0	0
351151 - SCHOOL ZONE SPEED CAMERAS	0	0	0	0	0	0	2,208,048	2,208,048
351200 - COURT-INVESTIGATIVE RECOVERY	125	0	1,000	1,000	0	0	0	0
359101 - FINES - PERMIT VIOLATIONS	251,683	351,548	315,000	315,000	168,153	154,840	252,690	252,690
359102 - FINES - PARKING VIOLATIONS	0	0	545,000	545,000	294,318	250,000	300,000	300,000
<b>FINES &amp; FORFEITS TOTAL</b>	<b>2,039,388</b>	<b>1,793,051</b>	<b>1,451,000</b>	<b>1,451,000</b>	<b>895,987</b>	<b>967,406</b>	<b>3,333,155</b>	<b>3,333,155</b>
<b>MISCELLANEOUS</b>								
331200 - DOJ BRYNE GRANT	75,340	50	0	0	0	0	0	0
331201 - DOJ COPS TECH GRANT	0	0	1,000,000	1,000,000	0	1,000,000	1,000,000	1,000,000
331207 - FEDERAL CPF GRANT	0	0	0	0	0	0	2,000,000	2,000,000
334700 - STATE-CULTURAL FACILITY GRANT	8,640	25,920	0	0	22,588	25,000	0	0
337500 - GRANT	18,449	0	0	0	0	0	0	0
361100 - INTEREST INCOME	855,888	2,238,059	750,000	750,000	3,169,516	750,000	1,500,000	1,500,000
362100 - LEASE AGREEMENT-DORAL PREP	12	12	12	12	12	12	12	12
362200 - BILLBOARD REDUCTION PROGRAM	300,000	0	64,000	64,000	150,000	150,000	64,000	64,000
366000 - PRIVATE GRANTS & CONTRIBUCTIONS	5,781	500	0	0	10,000	0	0	0
367100 - CHANGE IN INVEST VALUE	3,946,306	295,752	0	0	1,828,744	0	0	0
369100 - MISCELLANEOUS INCOME	89,102	41,032	36,750	36,750	7,531	36,750	36,750	36,750
369101 - BLDG MISC - OT RECOVERY	67,050	1	0	0	0	0	0	0
369102 - BLDG MISC - COPY SCAN FEES	11,478	0	0	0	0	0	0	0
369103 - POLICE AUTO TAKE HOME PGM	8,900	0	0	0	0	0	0	0
369104 - MAU PARK	7,000	7,000	7,000	7,000	0	7,000	7,000	7,000
369105 - PD MISC-SRO OT RECOVERY	36,898	61	35,000	35,000	310,074	70,000	70,000	70,000
369200 - PRIOR YEARS RECOVERY	28,001	37,114	10,500	10,500	8,025	10,500	10,500	10,500
369400 - MISC.PARK FEES	1,900	1,650	1,000	1,000	900	1,000	1,000	1,000
369900 - INSURANCE PROCEEDS	161,893	107,839	0	0	84,835	0	0	0
381200 - INTERNAL SERVICES TRANSFER IN	0	0	1,679,907	1,679,907	0	1,679,907	1,748,738	1,764,085
381201 - ARPA FUND TRANSFER IN	0	0	0	10,000,000	10,000,000	10,000,000	0	0
381202 - PARKING FUND TRANSFER IN	0	0	0	0	0	41,634	0	0.00
384100 - DEBT PROCEEDS	0	1,850,706	0	0	0	0	0	0
<b>MISCELLANEOUS TOTAL</b>	<b>2,269,975</b>	<b>4,605,696</b>	<b>3,584,169</b>	<b>13,584,169</b>	<b>15,592,224</b>	<b>13,771,803</b>	<b>6,438,000</b>	<b>6,453,347</b>
<b>REVENUES GRAND TOTAL</b>	<b>66,634,537</b>	<b>81,184,553</b>	<b>76,270,734</b>	<b>86,270,734</b>	<b>85,587,966</b>	<b>86,626,246</b>	<b>87,492,596</b>	<b>87,507,943</b>





## General Fund Revenue Projections

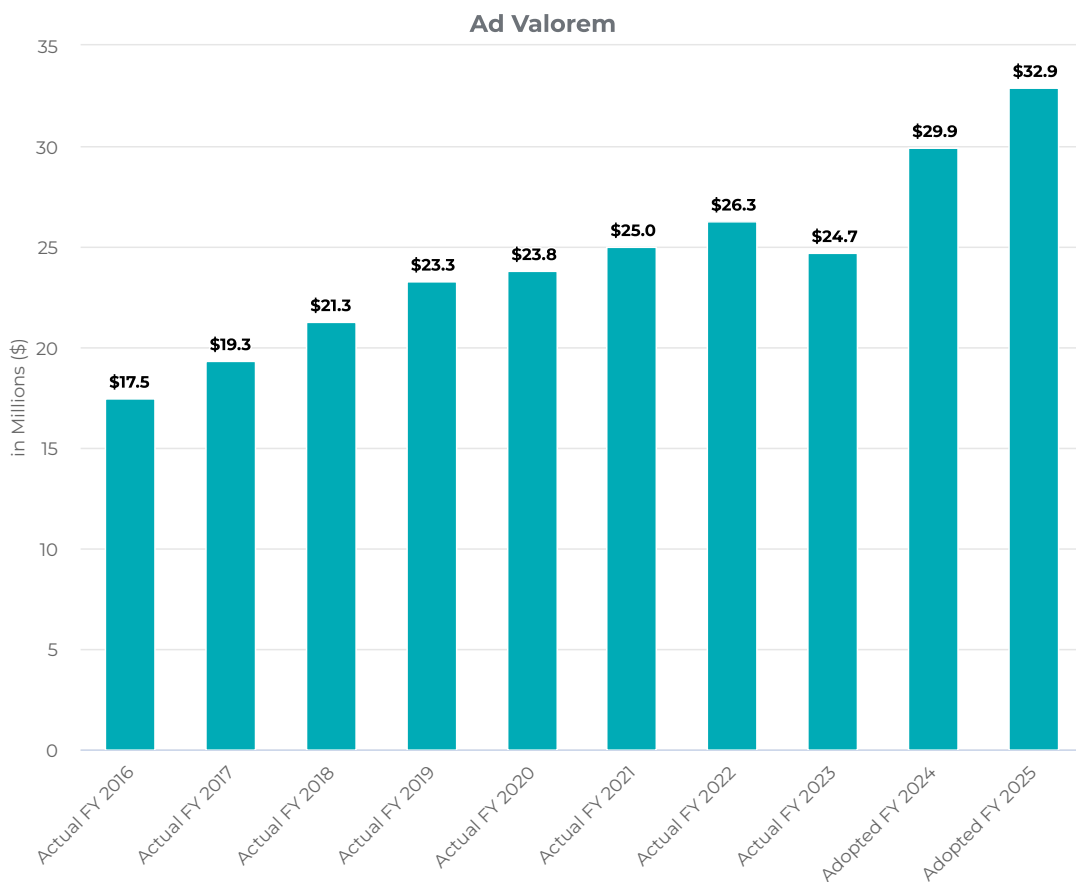
### Taxes

The revenue classification in the General Fund includes Ad Valorem (Property) Taxes, Franchise Fees, Utility Taxes and the Simplified Communications Tax. This class of revenue provides a fairly stable source and normally displays an increasing trend due to increases in property assessments (which are established by the County Property Appraiser's Office) and new construction which have a direct effect on the formulas used to determine the amounts.

#### Ad Valorem Taxes

311.100 Ad Valorem Taxes Current - Ad Valorem or property taxes are authorized by Chapter 166, Florida Statutes. The Florida Constitution limits local governments to a maximum of 10 mills of Ad Valorem taxation. The amount of revenue is based on the tax rate multiplied by the assessed value of the City, which is provided by the County Property Appraisal Department. The amount is then budgeted at 95% of its gross value to allow for prompt payment discounts and other adjustments in accordance with Florida Statutes.

The Proposed FY 2025 General Fund includes the millage rate for the City of Doral of 1.7166. This millage is expected to generate tax proceeds of \$32,942,854.

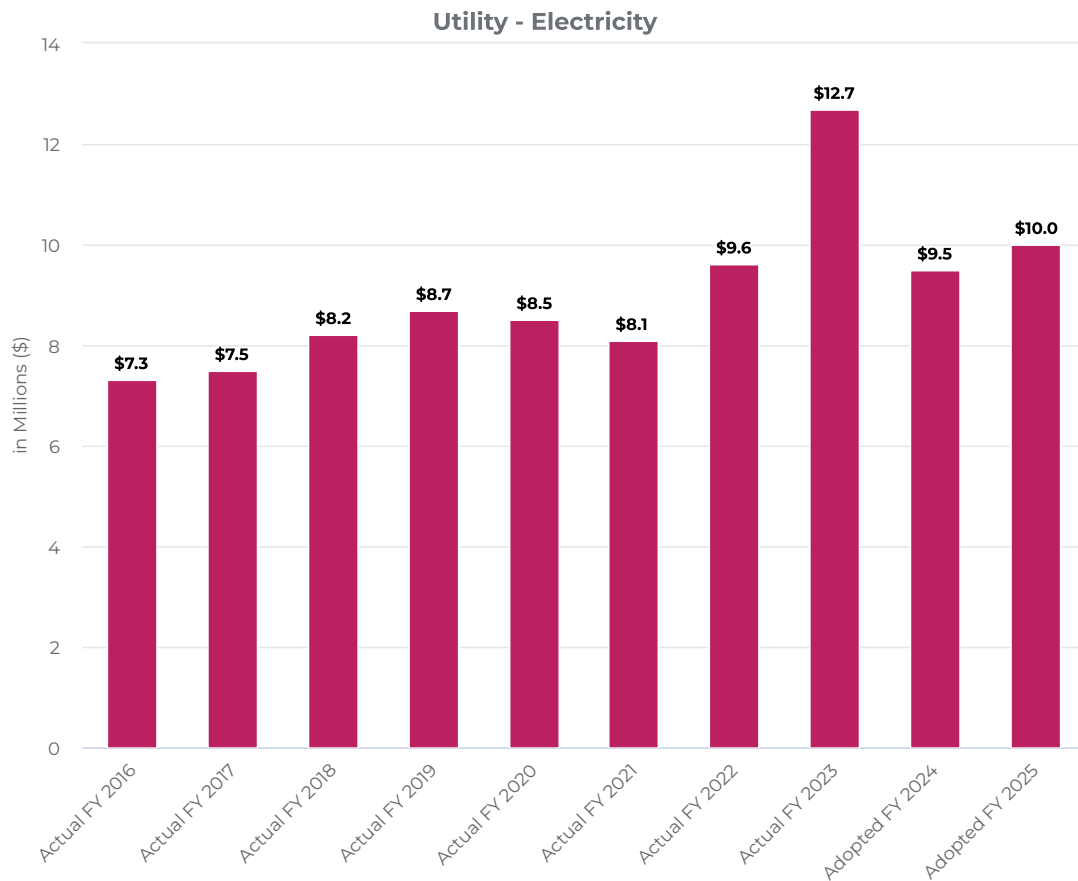


311.200 Ad Valorem Taxes - Delinquent - This revenue source is derived by those taxpayers who do not pay their taxes by March 31 of any given year. On average the total revenue received in this category is minimal when compared to the total Ad Valorem taxes collected.

#### Utility Taxes

Section 166.23 (l) (A), Florida Statutes, authorizes a city to collect Public Service or Utility Taxes.

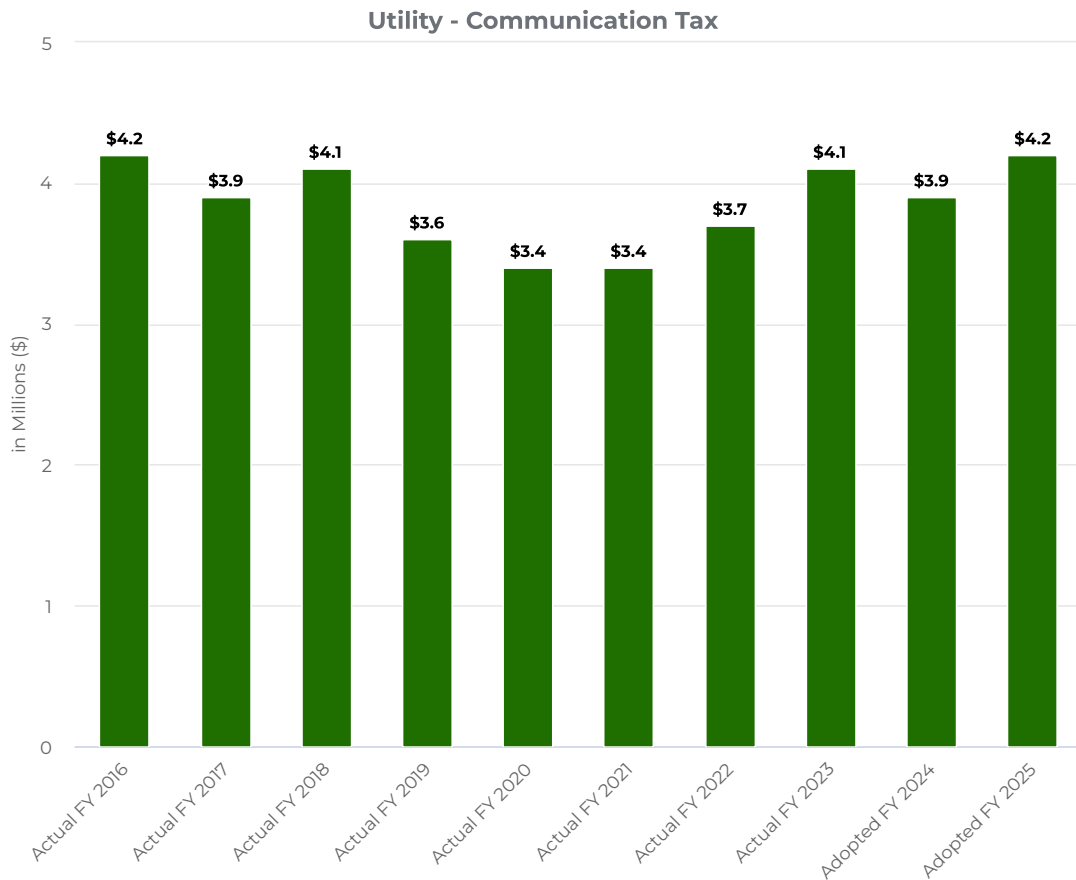
314.100 Utility Tax - Electricity - The City previously established by Ordinance utility taxes in the amount of 10% on electricity. Electricity franchise taxes are derived from the proceeds of a franchise agreement granted to Florida Power & Light (FPL) to construct, maintain, and operate all necessary equipment within the limits of the City of Doral. Electricity utility taxes are derived from the levy and imposition by the City of an excise tax on the purchase of electricity within the City. These taxes are collected and remitted by FPL.



314.300 Utility Tax - Water - The City previously established by Ordinance utility taxes in the amount of 10% on water.

314.400 Utility Tax - Gas - Gas franchise fees are derived in order to erect, install, extend, maintain, and operate all the necessary equipment within the limits of the City for the purpose of transporting, distributing, and selling manufactured or natural gas in the City. Gas utility tax is derived from the levy and imposition by the City of an excise tax on the purchase of metered or bottled gas within the City.

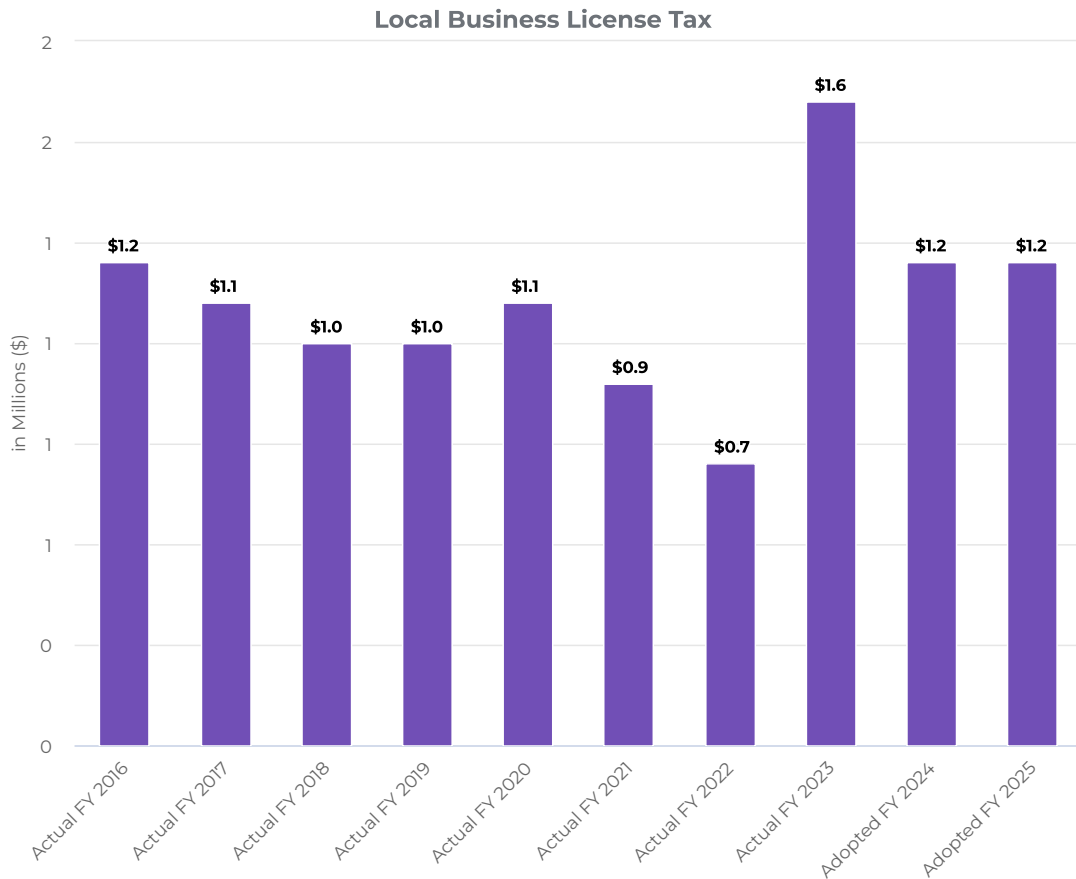
314.200 Communication Services Tax - The Communication Services Tax (CST) was enacted to restructure utility taxes and franchise fees on communication services, including telecommunications and cable television. These taxes are collected by the State of Florida and distributed to the City using the same population-based formula used for local option sales taxes.



### Licenses And Permits

The Licenses and Permits revenue classification in the General Fund include Occupational Licenses, Other Licenses and Permits, Zoning Hearing Fees, Zoning Plan Revenue Fees, Certificates of Occupancy, and Alarm Permits. This revenue source is showing an increasing trend. Traditionally, these types of revenues display a fairly consistent trend and are impacted by the rate of growth and development in the City.

321.100 Local Business License Tax – A business license is an annual regulatory permit for the privilege of conducting business within the City. This license is issued after a business has complied with applicable local, state and federal requirements and has paid the annual gross receipts tax, applicable fees and assessments.



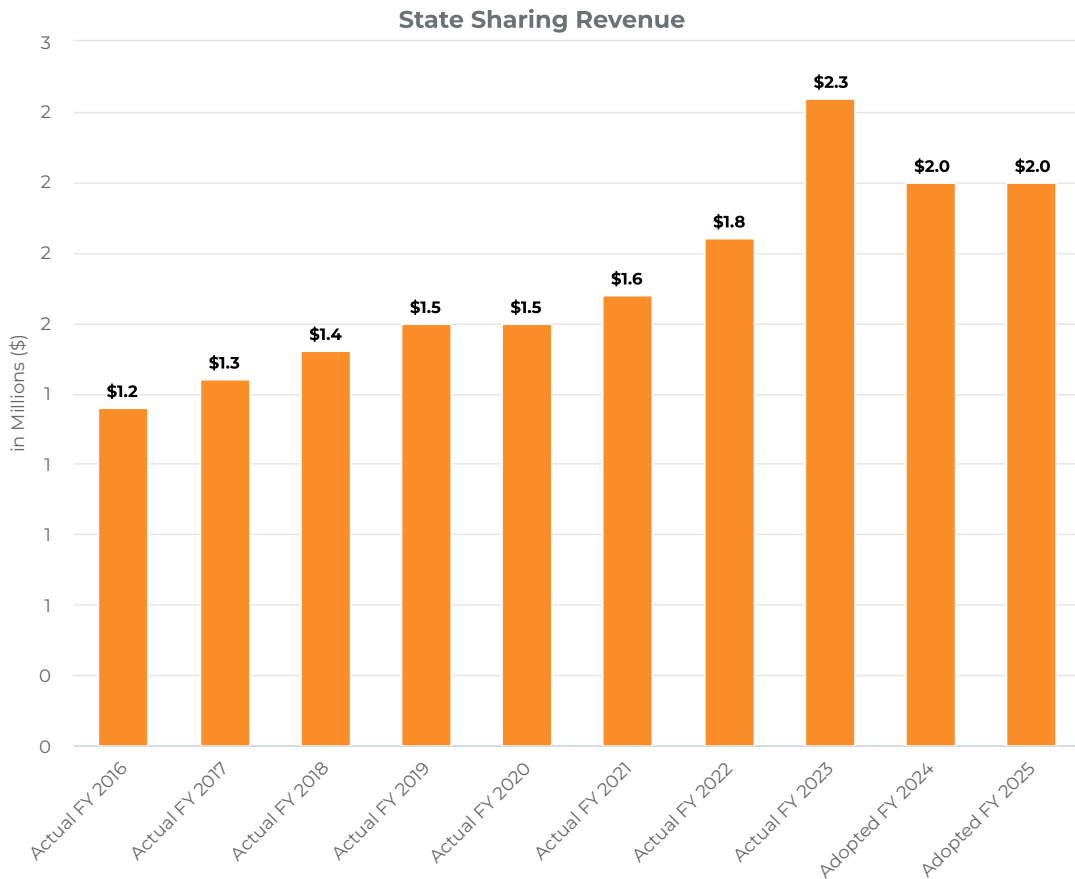
329.300 Zoning Hearing Fees – Revenues are generated by administrative fees for Variances, Special Use/Special Exceptions, LDC Text amendments, Comprehensive Plan amendments, PUD/Minor changes, Waiver of Plat and Plat applications.

329.500 Certificates of Occupancy – Revenues generated by approval of new construction.

### Intergovernmental

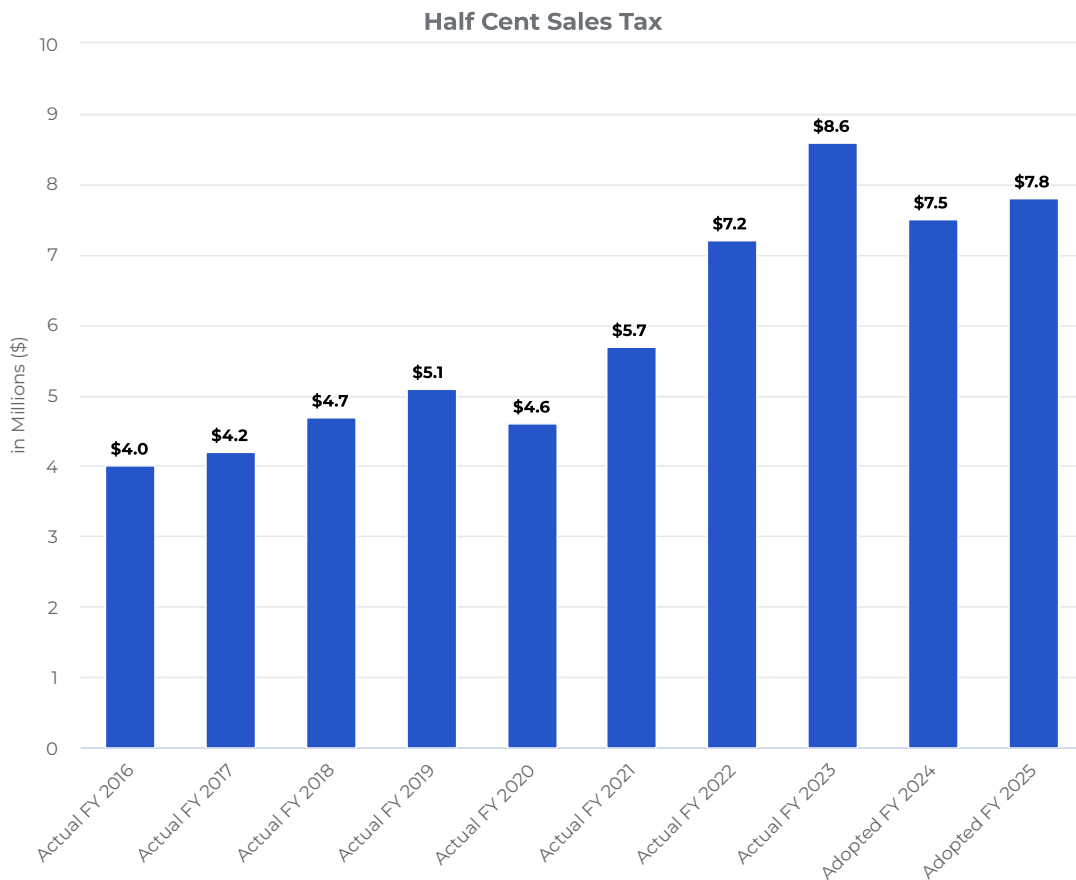
The State Shared Revenue classification in the General Fund includes State Revenue Sharing proceeds, the Local Government Half-Cent Sales Tax and Alcoholic Beverage License revenues. This classification is showing an increasing trend primarily due to increases in population, which is one of the factors in the revenue sharing formula.

335.120 State Sharing Revenue - The Florida Revenue Sharing Act of 1972, codified as Part II of Chapter 218, Florida Statutes, was an attempt by the Florida Legislature to ensure a minimum level of revenue parity across municipalities and counties.



335.150 Alcoholic Beverage Tax – Various alcoholic beverage license taxes are levied on manufacturers, distributors, vendors, and sales agents of alcoholic beverages in Florida. The tax is administered, collected, enforced, and distributed back to the local governments by the Division of Alcoholic Beverages and Tobacco within the Florida Department of Business and Professional Regulation. From the alcoholic beverage license tax proceeds collected within an incorporated municipality, 38% is returned to the appropriate municipality.

335.180 Half Cent Sales Tax - Authorized in 1982, the program generates the largest amount of revenue for local governments among the state-shared revenue sources currently authorized by the Legislature. It distributes a portion of state sales tax revenue via three separate distributions to eligible county or municipal governments. This revenue source represents one-half of the revenue generated by the additional 1% sales tax, which is distributed to counties and cities based on a per capita formula.



### Charges For Services

The Charges for Services classification in the General Fund includes School Crossing Guard Revenues, Recreation Fees, Judgments and Fines, Fines and Forfeitures and Lien Search Fees. Overall, the revenue trend for this classification is shown as increasing. The revenues from judgments and fines were derived by taking into consideration the prior year's actual revenues.

347.200 Recreation Fees - Registration fees for sports leagues, silver club and any other outdoor programming. Additionally, there are specific revenue line items for rentals, camps, community center, special events, etc.





342.100 Police Services (Off Duty) - This amount represents the amount to be paid by residents and business owners for off-duty police. The amount represents the cost of the City providing officers pursuant to off-duty arrangements.

#### **Fines & Forfeitures**

The Fines and Forfeits revenue classification in the General Fund include fees collected by the Courts for Judgments and Fines and fees collected from violations of local ordinances.

351.100 Judgments & Fine - Revenues generated by enforcement and prosecution of municipal ordinances and state statutes. It is anticipated that this source will generate \$572,417 worth of revenue.

359.101 Permit Violations - Revenues in this category derive from code compliance penalties and fines resulting from a property owner's violation of City of Doral codes.

359.102 Parking Violations - Revenues in this category derive from parking violations and fines resulting from a motor vehicle in a restricted place or parking in an unauthorized manner.

#### **Other Revenues**

The Other Revenues classification in the General Fund includes interest income and Other Income. This revenue for interest income displays an increasing trend and other income is budgeted conservatively as this revenue is unpredictable.

361.100 Interest Income - Investment practices are maintained to allow for 100% of available funds to be invested at all times. Determining factors in forecasting revenue for this line item are the anticipated interest rate and dollars available for investment.

369.100 Miscellaneous Income - Any other revenues not otherwise classified.



---

# DEPARTMENTS

---



## Office of the Mayor & City Council

The Doral City Council consists of a Mayor and four Council Members. Elected at large, the Mayor serves a four-year term and the four Council Members serve staggered four-year terms. Each Councilmember occupies one of four seats. Under the City's Charter, the City Council is the policymaking body. The authority is vested in the Council to enact ordinances, hold public hearings, approve contracts, establish assessments, and authorize construction of all public improvements. Together, the Mayor and Council set the policies for the effective operation of the City. The administrative responsibility of the City rests with the City Manager, who is appointed by the City Council.

Doral operates under a Mayor-Council-Manager form of government. The Mayor is recognized as the head of the City government for all ceremonial purposes and is responsible for nominating the City Manager, City Clerk and City Attorney. The nominations are confirmed by a majority of the City Council. The members of the City Council also serve as the Local Planning Agency responsible for the development of the City's Comprehensive Development Master Plan.

## Office of the Mayor and City Council Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

### Sustainability and Capital Area:

- Review of the City Manager's recommended operating and capital budget for adoption by the City.
- Review and adopt resolutions and ordinances and review staff reports.
- Conduct public hearings on issues affecting the residents of the City.

### Economic Development and Communication Area:

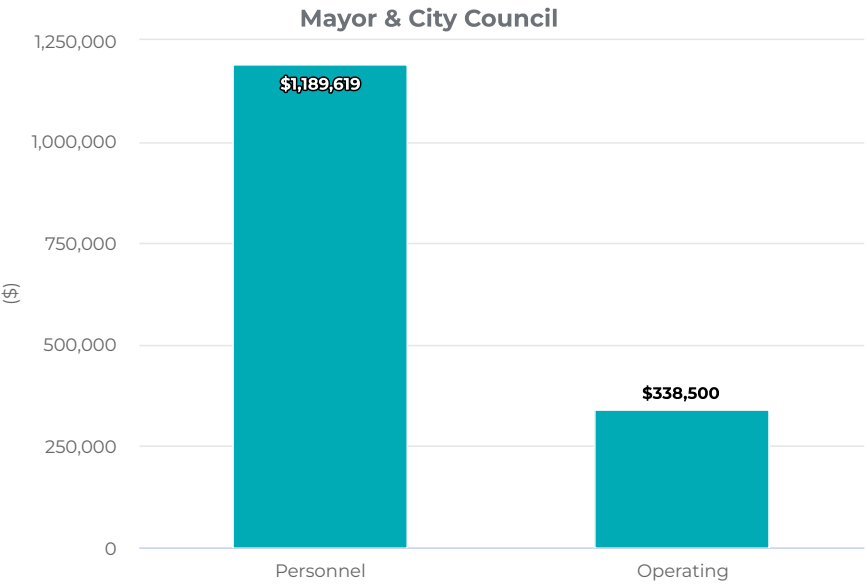
- Promote a diverse and strong local economy that attracts strong flourishing businesses and draws steady jobs that will stimulate the economic growth of the City.
- Provide policy direction regarding the emphasis of the City's economic development efforts.

### Quality of Life / Quality Development:

- Foster and maintain a strong sense of community, identity, and of place.
- Continue to represent a high level of community confidence and trust in city government.
- Pursue improvement opportunities in the Legislative / Regulatory Areas.



# Office of the Mayor and City Council Budget Highlights



- **120 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.



## Office of the Mayor & City Council Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	AMENDED* FY 2022-23	AMENDED* FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.110 - Charter Compensation							
	Mayor	1	1	1	1	1	\$ 80,690
	Council Members	4	4	4	4	4	\$ 77,420
	<b>Charter Compensation Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>\$ 158,110</b>
500.120 - Full Time Salaries							
	Chief of Staff	1	1	1	1	1	\$ 107,819
	Legislative Analyst	4	4	4	0	0	\$ -
	Chief of Staff to Councilmember <sup>1</sup>	0	0	0	4	4	\$ 411,192
	Community Outreach Coordinator	0	0	1	1	0	\$ -
	<b>Full Time Salaries Total</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>	<b>5</b>	<b>\$ 519,011</b>
	<b>Total</b>	<b>10</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>10</b>	<b>\$ 677,121</b>

\* **AMENDED FY 2023-24** - This column reflects any mid-year change to budgeted positions

<sup>1</sup> **FY 2023-24 RECLASSIFIED** - Legislative Analyst to Chief of Staff to Councilmember



	ADOPTED		AMENDED		YTD*	YEAR-END		
	ACTUAL	ACTUAL	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>PERSONNEL</b>								
500110 - CHARTER COMPENSATION	143,305	136,525	152,031	152,031	139,363	152,031	163,434	158,110
500120 - FULL TIME SALARIES	389,707	423,732	495,639	495,639	485,263	495,639	591,789	519,011
500125 - COMPENSATED ABSENCES	8,886	23,917	17,871	17,871	9,711	17,871	21,339	18,716
500210 - FICA & MICA TAXES	52,967	56,480	64,914	64,914	59,127	64,914	73,408	67,165
500220 - RETIREMENT CONTRIBUTION	70,721	77,478	86,843	86,843	81,548	86,843	100,432	90,742
500230 - LIFE & HEALTH INSURANCE	261,947	241,185	289,378	289,378	205,916	289,378	347,546	335,875
<b>PERSONNEL TOTAL</b>	<b>927,533</b>	<b>959,318</b>	<b>1,106,676</b>	<b>1,106,676</b>	<b>980,927</b>	<b>1,106,676</b>	<b>1,297,948</b>	<b>1,189,619</b>
<b>OPERATING</b>								
500400 - TRAVEL & PER DIEM	26,100	23,925	26,100	26,100	25,665	26,100	26,100	26,100
500401 - COUNCIL STIPEND	150,000	142,537	150,000	150,000	137,500	150,000	150,000	150,000
50040A - TRAVEL-COUNCIL SEAT MAYOR	15,371	6,904	10,000	5,375	5,374	10,000	10,000	10,000
50040B - TRAVEL-COUNCIL SEAT ONE	4,845	4,116	5,000	8,637	8,558	5,000	5,000	5,000
50040C - TRAVEL-COUNCIL SEAT TWO	3,466	6,850	5,000	5,800	5,664	5,000	5,000	5,000
50040D - TRAVEL-COUNCIL SEAT THREE	5,271	1,363	5,000	5,000	3,377	5,000	5,000	5,000
50040E - TRAVEL-COUNCIL SEAT FOUR	9,473	825	5,000	5,550	5,479	5,000	5,000	5,000
500410 - COMMUNICATION & FREIGHT	10,732	12,220	24,900	24,900	15,812	24,900	24,900	24,900
50044A - R & L - COUNCIL SEAT MAYOR	0	0	5,000	5,000	5,000	5,000	5,000	5,000
50044B - R & L - COUNCIL SEAT ONE	0	0	5,000	5,000	4,000	5,000	5,000	5,000
50044C - R & L - COUNCIL SEAT TWO	0	0	5,000	5,000	5,000	5,000	5,000	5,000
50044D - R & L - COUNCIL SEAT THREE	0	0	5,000	5,000	2,400	5,000	5,000	5,000
50044E - R & L - COUNCIL SEAT FOUR	0	0	5,000	5,000	0	5,000	5,000	5,000
50048A - PROM.ACT.-COUNCIL SEAT MAYOR	0	2,581	500	6,562	4,007	500	500	500
50048B - PROM.ACT.-COUNCIL SEAT ONE	0	472	500	270	0	500	500	500
50048C - PROM.ACT.-COUNCIL SEAT TWO	0	1,341	500	0	0	500	500	500
50048D - PROM.ACT.-COUNCIL SEAT THREE	1,073	353	500	1,178	1,018	500	500	500
50048E - PROM.ACT.-COUNCIL SEAT FOUR	0	1,700	500	0	0	500	500	500
50049A - OTCC-COUNCIL SEAT MAYOR	0	0	5,000	5,000	5,000	5,000	5,000	5,000
50049B - OTCC-COUNCIL SEAT ONE	0	0	5,000	5,000	5,000	5,000	5,000	5,000
50049C - OTCC-COUNCIL SEAT TWO	0	0	5,000	5,000	6,000	5,000	5,000	5,000
50049D - OTCC-COUNCIL SEAT THREE	0	0	5,000	5,000	5,000	5,000	5,000	5,000
50049E - OTCC-COUNCIL SEAT FOUR	0	0	5,000	5,000	4,000	5,000	5,000	5,000
50051A - OFF.SUPP.-COUNCIL SEAT MAYOR	2,081	6,381	5,000	2,454	2,252	5,000	5,000	5,000
50051B - OFF.SUPP.-COUNCIL SEAT ONE	3,116	4,286	5,000	3,063	2,806	5,000	5,000	5,000
50051C - OFF.SUPP.-COUNCIL SEAT TWO	2,333	4,777	5,000	2,949	2,856	5,000	5,000	5,000
50051D - OFF.SUPP.-COUNCIL SEAT THREE	2,211	2,252	5,000	4,322	1,275	5,000	5,000	5,000
50051E - OFF.SUPP.-COUNCIL SEAT FOUR	2,255	3,544	5,000	3,870	3,695	5,000	5,000	5,000
50054A - DUES/MEMB.-COUNCIL SEAT MAYOR	9,806	6,401	6,000	7,109	7,499	6,000	6,000	6,000
50054B - DUES/MEMB.-COUNCIL SEAT ONE	8,209	5,153	6,000	4,530	4,364	6,000	6,000	6,000
50054C - DUES/MEMB.-COUNCIL SEAT TWO	5,543	8,239	6,000	7,751	7,430	6,000	6,000	6,000
50054D - DUES/MEMB.-COUNCIL SEAT THREE	4,144	3,019	6,000	6,000	2,993	6,000	6,000	6,000
50054E - DUES/MEMB.-COUNCIL SEAT FOUR	2,742	8,069	6,000	7,080	7,563	6,000	6,000	6,000
<b>OPERATING TOTAL</b>	<b>268,770</b>	<b>257,306</b>	<b>338,500</b>	<b>338,500</b>	<b>296,588</b>	<b>338,500</b>	<b>338,500</b>	<b>338,500</b>
<b>Grand Total</b>	<b>1,196,303</b>	<b>1,216,623</b>	<b>1,445,176</b>	<b>1,445,176</b>	<b>1,277,515</b>	<b>1,445,176</b>	<b>1,636,448</b>	<b>1,528,119</b>



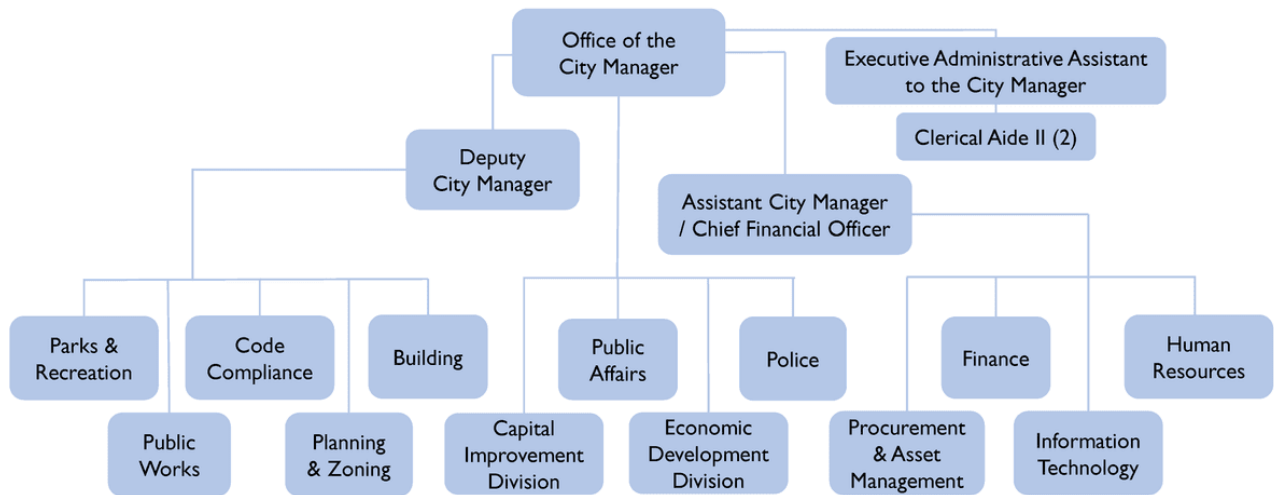


## Office of the City Manager

The City Manager is the chief administrative officer of the City and ensures the proper implementation of laws, policies, and provisions of the City Charter and acts of the City Council, through the administration of all Departments and Divisions of the City government. The City Manager also assists in planning for the development of the City, oversees the budget preparation, and supervises the daily operations of the City.

To oversee the above functions, a Deputy City Manager, Assistant City Manager/Chief Financial Officer, and associated staff provide support to the City Manager in the areas of administration, operations, and finance.

### Organizational Chart



# Office of the City Manager Accomplishments for FY 2024

## Performance Strategic Focus Areas

- Economic Development & Communication
- Customer Service
- Organizational Efficiency & Effectiveness
- Quality of Life / Quality of Development

## This section lists key accomplishments associated with the strategic priority areas, goals and objectives.

- Support continued viability of the business community
- Encourage desired forms of redevelopment
- Attract new residents for whom the housing of the City is affordable
- Ensure regulatory requirements and public health expectations are current and appropriate
- Strengthen communication with the community, particularly on safe public health practices and economic recovery
- Continue to improve the quality of customer service
- Ensure the City is obtaining a fair share of public revenues
- Ensure public revenues are adequate for current and future needs and priorities
- Ensure a competitive tax environment is sustained
- Diversify the revenue base of the City
- Assist local businesses to remain viable
- Enhance programming options for residents. Particularly those that promote safe public health practices
- Review policies and procedures to ensure best interests and overall safety of the community are met in the use of its facilities
- Promote employee safety
- Continue to improve organizational efficiencies and effectiveness
- Continue to provide services that are a good value for the cost and are highly valued by the community
- Continue to build a culture of superior performance
- Continue to improve the quality of life and development in Doral



## Office of the City Manager Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments for this Office as they relate to the City Council's Budget Priorities and Strategic Goals.

### **Strategic Goals:**

#### **Public Safety**

- Ensure the well-being and security of residents and visitors by reducing crime, preventing accidents, and responding effectively to emergencies. This includes a broad range of considerations, such as policing, adequate lighting, and other infrastructure-related measures.

#### **Exceptional Service**

- Prioritize resident needs and interests, regularly seeking and responding to feedback, and continually striving to improve service delivery. Develop and implement innovative service delivery models, utilizing technology and data to improve efficiency and effectiveness, and invest in staff development and training.

#### **Transportation**

- Develop and implement a comprehensive transportation plan that considers the needs of all users, including pedestrians, cyclists, public transit riders, and motorists. This plan should include a mix of transportation modes, including public transit, cycling infrastructure, pedestrian walkways, and roads and highways.

#### **Parks and Recreations**

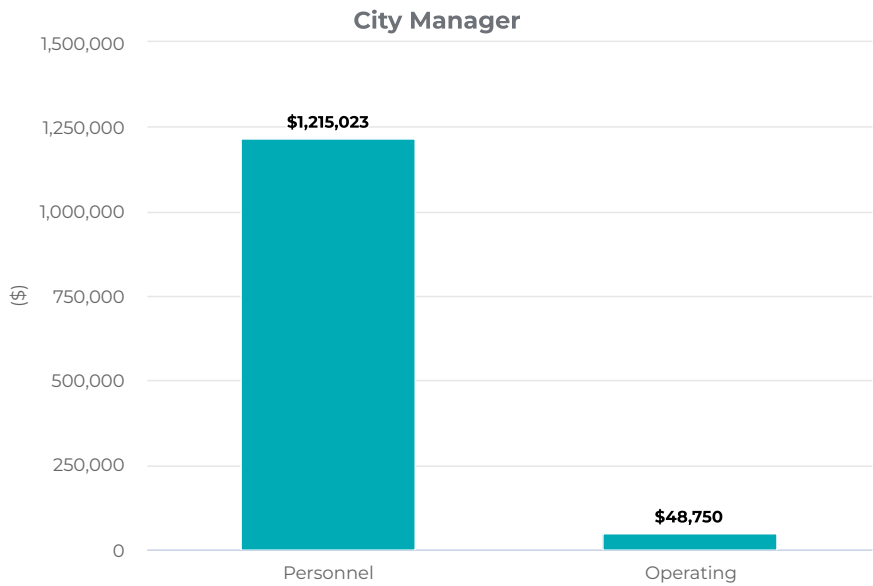
- Create and maintain high-quality, safe, and accessible parks, open spaces, and recreational facilities, and provide engaging and enriching programming options that promote public health, enhance quality of life, and support economic development in the city.

#### **Revenue Growth & Efficiencies**

- Raise sufficient funds to support the delivery of services and programs to residents, while also ensuring financial stability and sustainability over the long term. This requires a balanced approach that prioritizes responsible fiscal management, transparency, community engagement, and equity.



# Office of the City Manager Budget Highlights



- **111 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. Moreover, the City Manager holds a contract and as a result receives an annual increase of 5%.



## Office of the City Manager Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	City Manager	1	1	1	1	1	\$ 259,047
	Deputy City Manager	1	1	1	1	1	\$ 224,474
	Development Services Administrator	0	0	1	0	0	\$ -
	Assistant City Manager/Chief Financial Officer	0	0	0	1	1	\$ 228,166
	<b>Administrative Salaries Total</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>\$ 711,687</b>
500.120 - Full Time Salaries							
	Executive Administrative Assistant to the City Manager	1	1	1	1	1	\$ 88,130
	Clerical Aide II	1	1	1	2	1	\$ 39,879
	<b>Full Time Salaries Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>\$ 128,009</b>
	<b>Total</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>\$ 839,696</b>



	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	388,378	487,690	665,672	665,672	610,745	665,672	722,699	711,687
500120 - FULL TIME SALARIES	101,581	118,062	152,475	152,475	92,971	152,475	167,676	128,009
500125 - COMPENSATED ABSENCES	29,888	204,990	58,102	58,102	154,585	58,102	60,940	58,955
500140 - OVERTIME	0	0	250	250	65	250	250	250
500210 - FICA & MICA TAXES	33,719	54,206	69,576	69,576	63,875	69,576	75,320	71,291
500220 - RETIREMENT CONTRIBUTION	72,139	143,143	140,466	140,466	113,638	140,466	149,911	143,306
500230 - LIFE & HEALTH INSURANCE	49,898	74,411	108,708	108,708	110,840	108,708	111,776	101,525
<b>PERSONNEL Total</b>	<b>675,604</b>	<b>1,082,503</b>	<b>1,195,249</b>	<b>1,195,249</b>	<b>1,146,720</b>	<b>1,195,249</b>	<b>1,288,572</b>	<b>1,215,023</b>
<b>OPERATING</b>								
500400 - TRAVEL & PER DIEM	7,194	24,403	31,600	31,600	38,930	31,600	31,600	31,600
500410 - COMMUNICATION & FREIGHT	2,625	4,167	5,400	5,400	6,225	5,400	5,400	5,400
500510 - OFFICE SUPPLIES	3,806	2,028	3,750	3,750	1,439	3,750	3,750	3,750
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	6,385	7,432	8,000	8,000	12,354	8,000	8,000	8,000
<b>OPERATING Total</b>	<b>20,009</b>	<b>38,030</b>	<b>48,750</b>	<b>48,750</b>	<b>58,948</b>	<b>48,750</b>	<b>48,750</b>	<b>48,750</b>
<b>Grand Total</b>	<b>695,613</b>	<b>1,120,533</b>	<b>1,243,999</b>	<b>1,243,999</b>	<b>1,205,668</b>	<b>1,243,999</b>	<b>1,337,322</b>	<b>1,263,773</b>





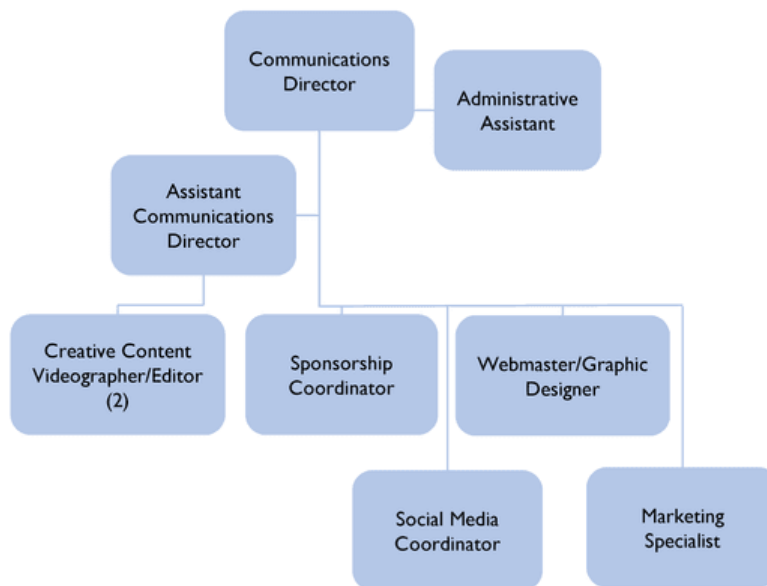
## Public Affairs Department

The mission of the Public Affairs Department is to articulate the City's accomplishments, policies, and brand by communicating to all stakeholders how the City works diligently and responsibly to ensure a high quality of life for all. The Department's vision is to foster a strong brand and presence that communicates the City's role as an international model city that is the premier place to live, work, learn, and play.

Public Affairs will communicate what residents can expect from the City's policies and services; the value of the community, safeguarded by businesses, institutions, and residents, and how this value can attract investors, visitors, and talent. This is the foundation of the City's brand identity.

Not only must the Public Affairs Department inform, but must also do so in a creative, entertaining, and unified way. Having the local community in mind at all times, Public Affairs researches and listens for those key issues or behaviors that require attention and creates campaigns to shift the negative issues into a positive result.

### Organizational Chart



## Public Affairs Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

### **Media/Direct Communication**

- Expanded on video campaigns to educate and inform. Launched new Building Department Educational 6-part series for key topics like permitting and resources. Addressed other important topics needing education and outreach such as scooter safety, recruitment and grant programs. Continued Doral Parks Bond Updates for the highly anticipated Doral Central Park.
- Increased engagement with residents through email, social media, website, and videos to keep them informed in a timely manner.
- Distributed a quarterly "Doral Life" digital newsletter online, along with a quarterly postcard mailed to all Doral homes with a QR code for reader's convenience.
- Conducted competitive bid RFP process for the "Strategic Planning Communications Plan".
- Continued working with other departments through promotional, marketing and protocol support on numerous events and efforts.
- Continued fostering media relationships with quick and transparent responses to inquiries for an accurate and balanced story, as well as addressing reporting inaccuracies.
- Management and coordination of interview requests to City departments and elected officials; crafting of message as needed.
- Continued and expanded partnerships with local media (Doral Family Journal, El Sol, El Venezolano) for recurring advertising to help reach a greater audience with City initiatives, programs and events.
- Approximately 70 bilingual news releases/advisories were disseminated.
- All graphic design projects continue to be completed in-house as the department has taken on the design of other department's materials for brand and message continuity. For instance, Planning & Zoning Workshop flyers, Code Compliance Outreach materials, FreeBee/Trolley materials, Economic Development Biannual Report, etc.

### **Community Relations**

- Hosted the first ever Vendor and Business Fair, which was highly attended and a great success. Key City departments came together at the Doral Cultural Arts Center to welcome local Doral businesses and vendors to an informational and networking fair.
- Furthered City initiatives and strengthened partnerships, Community Outreach continues to be an integral part of operations. Working with partners like: Miami-Dade Public Library, Florida Department of Health, Prospera, Florida Long-Term Care Ombudsman, FEMA, Sister Cities, and many more.
- The draft of the revised Protocol Manual was finalized and is pending Council review and approval at the August Council Meeting. The goal is to clearly outline guidelines, policies, and procedures for proper protocol at city events involving the Mayor and Council members, ensuring we uphold the highest standards of professionalism, decorum, and consistency.
- Served as liaison to the Commission on the Status of Women Advisory Board, hosting events like "Women in Focus".
- Streamlining of congratulatory certificates and proclamation process in accordance with the new Council approved policy. Over 600 total certificates have been printed in the last 12 months, and over 50 proclamations.
- Launched customer service survey for key forward-facing departments to track community satisfaction in their interactions and identify opportunities for improvement.
- Launched online customer service surveys for developmental services departments – Building, Code, Public Works, Planning & Zoning, Parks.
- Continued planning and executing top-level City events that include ribbon cuttings, receptions, and other events that come through Council/administrative initiatives. (State of the City, Consulate & Sister Cities Reception, Prayer Day, etc.).
- Overseeing Facility Use Application process for several organizations that apply to use the city's facilities (Government Center & Doral Police Training and Community Center). The number of requests and events held at these locations, requiring coordination of interdepartmental logistics, continues to increase each year.
- Public Affairs continues to coordinate the logistics of all events held in the Government Center facility (consular visits, public workshops, etc.), and in the Doral PD Training & Community Center, serving as a liaison that communicates needs to IT, Police and Public Works Departments.
- Approximately 9 events, ceremonies, workshops, were fully planned by Public Affairs in the past 12 months.
- Over 1500 facility events have been coordinated in the past 12 months in collaboration with the respective department/division/outside organization hosting.
- Continue fostering a strong relationship with the Miami-Dade County Film Commissioner, making Doral a viable filming location for production companies like Univision Productions, Telemundo Studios, Insight Productions, Soho Productions and others.



### **Web Content/ Social Media**

- Ongoing optimization of City website to streamline, modernize and make more user-friendly and ADA compliant. Website views for the past year total 1.5 million.
- Implementation and integration between OpenForms and City's website platform for new applications such as the online grant portals.
- Maintained Parks Bond website with all the latest updates. Continued maintenance of Parks Bond webpage with several important updates for transparency in all park bond operations.
- Continued upkeep and maintenance of the entire City website with major updates to Police, Building and Parks & Recreation.
- Collaborated with the IT Department for the beginning of the redesign of the City website into a more experiential, service-based platform that can be easily used by all stakeholders.
- Expanded campaigns that highlight City staff, departments and their functions that are key to the community's quality of life.
- Tracking social media sentiments from posts – From Oct 1, 2023 - June 27, 2024, sentiment has been 24% positive, 74% neutral, with only 2% negative. Posts on Instagram promoting City's hiring opportunities performed the best all year.
- Social media followers grew by 11% since last year. (Instagram, Facebook, X)
- During the past 12 months, reach increased on Instagram by 17% and content interaction increased by 100%. It reached approximately 205,000 people on both Facebook and Instagram. Posts with the most reach and engagement in the past year were on Instagram announcing hiring opportunities and the launch of the Freebee Seniors Program.
- In the past 12 months, City's YouTube channel had approximately 50k views and channel subscribers increased by 18%.
- Continued Facebook Live streaming of all councils and zoning meetings and introduced live-streaming on YouTube.

### **Digital & Multimedia Advertising**

- Launched the monthly "Doral Insider" email newsletter with a comprehensive and informative format that includes sections of great public interest such as Council Initiatives, Project Updates, Employee Spotlights and more!
- Revamped Weekly Doral Digest – a weekly email blast to serve as a concise and useful Calendar of Events and Meetings for the upcoming week.
- In the last 12 months, the department has produced 180 videos from business promotional videos for Spend Local Save Local, event promos, Council Messages, and City project updates. The department saved the City tens of thousands of dollars of video production costs, based on local marketing standard rates with minimum personnel, if the department had out-sourced projects.
  1. Building Department Educational Series (\$28,000)
  2. Code Compliance Recruitment Video(\$10,000)
  3. Instructional Videos for Grant Programs (\$7,000)
  4. Doral Parks Bond Updates (\$28,000)
  5. Inside Doral News Series (\$60,000)
- Continued destination/place making marketing campaigns highlight Doral's continued growth as an urban core to live, work, learn, and play in.
- Advertising avenues include: Miami Today, Diario Las Americas, Doral City Guide, USA Today.

### **Sponsorship**

- Centralized sponsorship through creation of a dedicated Sponsorship Coordinator position which collaborates with all city departments to streamline the process and increase revenue.
- Sponsorship totals (not including Naming Rights):
  - Total sponsorship (cash AND in-kind) from May 20, 2023-May 20, 2024 - \$342,580
  - Total sponsorship (cash AND in-kind) from May 20, 2022-May 20, 2023 - \$162,782
  - Percentage increase of 71.16%
- Key components of a successful sponsorship program have been drafted from the ground up and are pending administration approval before going to Council for review and approval.
  - Sponsorship Policy
  - Sponsorship Code
- Sponsorship Booklet with all city events/programs currently under design.



**PUBLIC AFFAIRS ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 2021-22</b>	<b>ACTUAL FY 2022-23</b>	<b>PROJECTED FY 2023-24</b>	<b>PROJECTED FY 2024-25</b>
Social Media Followers	67,319	75,632	84,138	90,000
Videos Completed	128	170	180	175
Website Page Views	1,179,202	2,075,500	1,545,747	1,300,000
Positive Media Mentions	17,600	17,845	21,217	20,000
Facility Events Coordinated (logistics)	996	1156	1,533	1,500
Events Produced (all aspects)	11	12	9	9
Press Releases	75	60	61	70



# Public Affairs Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments of this department as they relate to the City Council's Budget Priorities and Strategic Goals, which are indicated below.

Main Goal: To work with all stakeholders (Leadership, City Departments, Residents, Businesses, Community Groups, Visitors) to establish effective communications that will increase the understanding of and support for city programs, policies and projects, to develop positive media relations that provide balanced coverage of city issues, and to centralize communications and sponsorships for better effectiveness and efficiency.

## **Media/Direct Communication**

- Continue mailing quarterly postcards to Doral homes with QR codes for the community to view the full newsletter. Newsletter will feature facts on the city and important information that impacts residents directly.
- Establishment and implementation of a Communications City-wide Master Plan to best promote all City departments and services.
- Continued centralization and increase of marketing efforts through creation of a dedicated Marketing position for increased production of marketing products.
- Continue to "TELL THE DORAL STORY" to local stakeholders and the broader regional community through social media content, business news stories, workshops, presentations to groups and participation in events. Ongoing video campaigns like Inside Doral provide an instantly recognizable platform to enhance the communication of positive news to the community.
- Support Emergency management with continued messages from leadership regarding emergencies and work closely with all City departments and interagency to relay important time sensitive information to the public.
- Increase Engagement — The Department wants to encourage and enable residents and business owners to participate in public policy formation. Continue to generate high levels of participation in and attendance at City programs and events.
- The Public Affairs Department continues providing honest and responsive communications that will help build trust and credibility with audiences, which is critical in maintaining an ongoing dialogue with the community.

## **Community Relations**

- Implement the Final Protocol Manual along with training for staff of pertinent departments.
- Continue increasing education and awareness among residents and business owners through collaboration with forward-facing departments to host a Vendor Fair again.
- Continue supporting departments with the coordination of events.
- Continue highlighting new cultural and art opportunities in the City, position Doral as an art beacon in the west region of Miami-Dade County.
- Continue to prioritize customer's experience with one-on-one concierge attention from constituent services supporting citywide departments and programs with accurate and unified information.
- Communicate city programs, policies and successes to the community and with a clear and uniformed voice.
- Continue to produce top level events with partner organizations, per the facilities use policy.

## **Web Content/ Social Media**

- Full launch of the new website redesign that will first include a beta phase to collect feedback from users.
- Continue updates and maintenance for maximized ADA compliance
- Continue deploying creative efforts to increase the number of followers across the City's multiple social media platforms.
- Continue using creative ways to optimize social media content through use of reels, surveys, etc., to improve organic effectiveness and increase audience awareness.
- Collaborate with the IT Department for the beginning of the redesign of the City website into a more experiential, service-based platform that can be easily used by all stakeholders.

## **Digital & Multimedia**

- The Department will continue to produce: Inside Doral, Park Bond Updates, Mayor's Messages, PSAs, Awareness Videos about city services/departments.
- Continue highlighting businesses that participate in city programs (e.g. Spend Local, Save Local) and Best of the Best winners to help businesses succeed and promote participation in city programs.

## **Sponsorship**

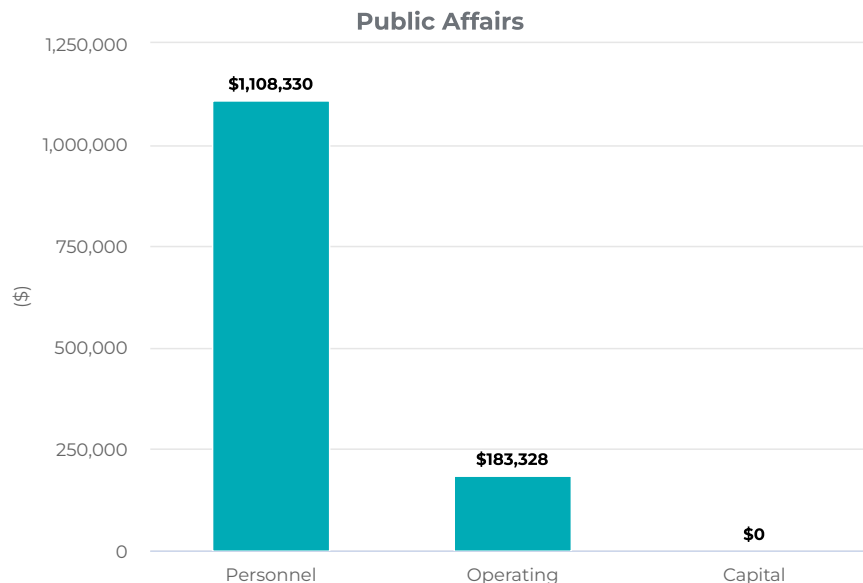
- Implement new Sponsorship Booklet
- Leverage new assets coming online at Doral Central Park to maximize income from Naming Rights opportunities.
- Continue centralization efforts and streamlining for sponsorships.
- Continue increasing annual sponsorship values (cash and in-kind)



### STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2024-25	ASSOCIATED COST
Communication	Mailing of quarterly postcard to Doral homes with QR code to view nfull newsletter online	\$ 20,000.00
Communication	Centralization of sponsorship through creation of dedicated Sponsorship position	\$ 83,842.00
Communication	Centralization of sponsorship by moving sponsorhsip existing event/benefits expenses from Parks & Recreation budget to Public Affairs Budget	\$ 5,800.00
Communication	Centralization and increase of marketing efforts through creation of dedicated Marketing position	\$ 56,740.00
<b>TOTAL</b>		<b>\$ 166,382.00</b>

## Public Affairs Budget Highlights



- **120 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.
- **340 Contractual Services** - The account decreased due to the Communications Master Plan and Social Media Training being a one-time budgeted item for the prior fiscal year.
- **470 Printing & Binding** - The account increased as funds for printing sponsorship material were transferred from the Parks & Recreation budget to Public Affairs and funds for general printing materials were increased for year-round posters on trolley shelters.
- **490 Other Current Charges** - This account increased to include all event expenses for State of the City.
- **520 Operating Supplies** - The account decreased due to the camera being a one-time budgeted item for the prior fiscal year.
- **640 Capital Outlay** - This account decreased as the video equipment was a one-time budgeted item for prior fiscal year.



## Public Affairs Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	AMENDED* FY 2022-23	AMENDED* FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	Communications Director	1	1	1	1	1	\$ 171,124
	Service Award 15 yr						\$ 12,834
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 183,958</b>
500.120 - Full Time Salaries							
	Community Relations Coordinator	1	0	0	0	0	\$ -
	Assistant Communications Director	0	1	1	1	1	\$ 115,373
	Creative Producer <sup>1</sup>	1	1	1	1	0	\$ -
	Creative Content Videographer/Editor	0	0	0	0	2	\$ 168,204
	Webmaster/ Graphic Designer	1	1	1	1	1	\$ 95,136
	Administrative Assistant	1	1	1	1	1	\$ 50,237
	News Producer <sup>1</sup>	1	1	1	1	0	\$ -
	Constituent Services Coordinator	1	1	0	0	0	\$ -
	Social Media Coordinator	0	0	1	1	1	\$ 69,419
	Marketing Specialist	0	0	0	1	1	\$ 58,441
	Sponsorship Coordinator	0	0	0	1	1	\$ 86,355
	Economic Developer	0	0	0	1	0	\$ -
	Business Outreach Coordinator	0	0	0	1	0	\$ -
	<b>Full Time Salaries Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>10</b>	<b>8</b>	<b>\$ 643,165</b>
	<b>Total</b>	<b>7</b>	<b>7</b>	<b>7</b>	<b>11</b>	<b>9</b>	<b>\$ 827,123</b>

\* **AMENDED FY 2023-24** - This column reflects any mid-year change to budgeted positions

<sup>1</sup> **FY 2024-25 RECLASSIFIED** - Creative Producer & News Producer to Creative Content Videographer/Editor





## 00111505 - PUBLIC AFFAIRS DEPARTMENT

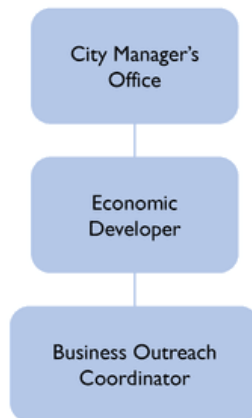
	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	113,956	123,189	147,141	147,141	145,338	147,141	183,901	183,959
500120 - FULL TIME SALARIES	377,960	393,015	562,763	625,017	528,826	562,763	655,145	643,165
500125 - COMPENSATED ABSENCES	16,138	10,422	25,292	27,538	5,497	25,292	29,790	29,360
500210 - FICA & MICA TAXES	38,810	41,127	56,791	61,756	51,878	56,791	67,324	66,380
500220 - RETIREMENT CONTRIBUTION	56,406	62,866	84,165	91,636	82,230	84,165	99,147	97,715
500230 - LIFE & HEALTH INSURANCE	67,298	59,192	91,485	106,560	76,827	91,485	87,870	87,751
<b>PERSONNEL Total</b>	<b>670,567</b>	<b>689,811</b>	<b>967,637</b>	<b>1,059,648</b>	<b>890,596</b>	<b>967,637</b>	<b>1,123,177</b>	<b>1,108,330</b>
<b>OPERATING</b>								
500340 - CONTRACTUAL SERVICES - OTHER	29,000	28,730	78,300	78,300	28,730	69,300	29,300	29,300
500400 - TRAVEL & PER DIEM	6,207	5,220	5,620	5,620	5,383	5,620	5,620	5,620
500410 - COMMUNICATION & FREIGHT	4,350	5,375	5,100	6,025	5,825	5,100	6,000	6,000
500470 - PRINTING & BINDING	27,746	28,097	24,150	25,150	18,720	24,150	34,000	34,000
500481 - PROMOTIONAL ACTIVITIES - PIO	69,948	66,484	85,800	84,800	69,109	85,800	87,800	87,800
500482 - PROMOTIONAL ACTIVITIES ECO DEV	0	0	0	20,000	9,901	0	0	0
500490 - OTHER CURRENT CHARGES	31,838	36,384	32,700	32,700	1,865	32,700	54,600	12,500
500510 - OFFICE SUPPLIES	1,257	940	1,000	2,000	1,464	1,000	1,200	1,200
500520 - OPERATING SUPPLIES	988	8,628	2,100	2,100	1,996	2,100	500	500
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	6,830	5,940	6,786	7,596	7,030	6,786	6,408	6,408
<b>OPERATING Total</b>	<b>178,164</b>	<b>185,797</b>	<b>241,556</b>	<b>264,291</b>	<b>150,022</b>	<b>232,556</b>	<b>225,428</b>	<b>183,328</b>
<b>CAPITAL</b>								
500640 - CAPITAL OUTLAY - OFFICE	0	19,954	8,300	8,300	4,346	8,300	0	0
<b>CAPITAL Total</b>	<b>0</b>	<b>19,954</b>	<b>8,300</b>	<b>8,300</b>	<b>4,346</b>	<b>8,300</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>848,731</b>	<b>895,562</b>	<b>1,217,493</b>	<b>1,332,239</b>	<b>1,044,964</b>	<b>1,208,493</b>	<b>1,348,605</b>	<b>1,291,658</b>



## Economic Development

Under the direction of the City Manager, the Economic Development Division plans, organizes, and implements an economic development program to promote the growth and development of the City's economic base, assists in the retention and expansion of existing businesses, and vigorously seeks out new businesses for the City. This division is devoted to elevating Doral as a world-class international and domestic destination for trade and commerce. The Economic Development division assists with the planning, analysis, implementation and development of various projects relating to revitalization, community development and the creation of redevelopment areas in the City of Doral. In addition, it will capitalize on the City's opportunities and assets in partnership with the business community.

### Organizational Chart



## Economic Development Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

- Administered \$210K in City of Doral Community Based Organization (CBO) Grants, Façade Improvement Grants & PTSA Grants.
- Designed, built and successfully implemented new online Grant Application and Final Report portals for FY2024 CBO Grant and Façade Improvement Grant cycles
- Supported 532 companies with business assistance, education and orientation.
- Hosted or participated in 88 business outreach events, workshops, conferences or presentations, including the Consular Reception and Sister Cities Art Showcase, Vendor and Business Fair, eMerge Americas Conference and Canada Tech Delegation.
- Assisted with 453 InfoDoral information requests.
- Published and promoted *City of Doral Economic Analysis Report 2024 Update* and *Strategic Recommendations Update* in collaboration with FIU Metropolitan Center.
- Published two *Biannual Economic Reports* (Q3-4 2023, Q1-2 2024),
- Initiated review of *Doral Comprehensive Plan, Economic Sub-Element* draft.
- Completed the Aspen Institute Action City Lab Steering Committee project and approved The Miami Foundation as host of the Miami Small Business Collective.
- Participated as a judge in The Idea Center at Miami Dade College 2024 Cohort Pitch Competition and Graduation Ceremony.
- Sponsored Beacon Council's *SelectUSA 2024 Miami Spinoff* familiarization tour for foreign direct investors.
- Sponsored and supported Prospera's *Stand Up Doral For Small Business Program*.
- Supported implementation of The Business Corner entrepreneurial education pilot program for high school students at The Idea Center at Miami Dade College.
- Supported publication of Doral business special sections in *USA Today*, *Global Miami Magazine* and distribution of *Miami Maps*
- Assisted with the 2024 *Best of the Best* monthly promotional campaign.
- Administered Spend Local, Save Local registrations and assisted with coordination of 16 Spend Local videos.

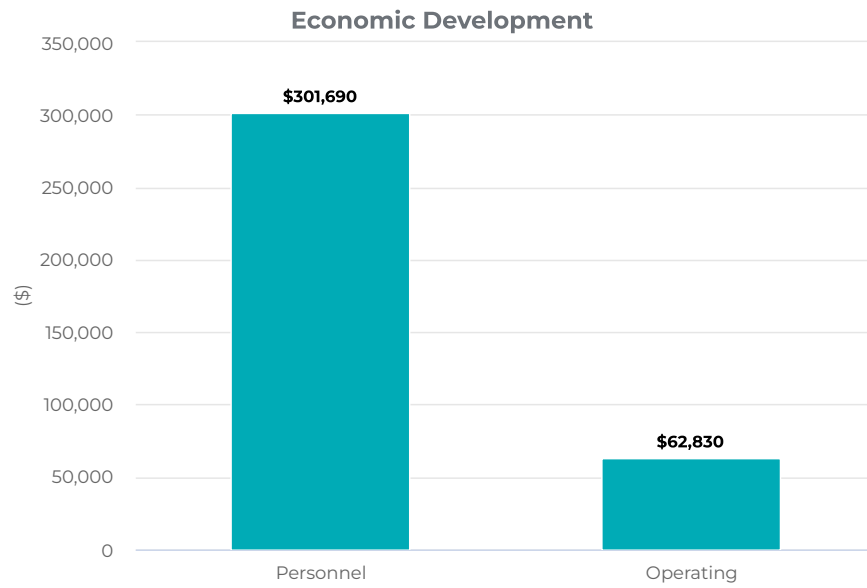
## Economic Development Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments for this division as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Complete and publish Doral Comprehensive Plan, Economic Sub-Element.
- Implement new online Grant Application and Final Report portals for FY2025 PTSA Grants.
- Expand entrepreneurial education opportunities with The Idea Center at Miami Dade College.
- Expand business attraction marketing through increased business media partnerships.
- Oversee implementation of the Miami Small Business Collective program under the direction of The Miami Foundation.
- Develop portal to automate the Rapid Response Program process for immediate turnaround of time-sensitive direct investment opportunities from Beacon Council, Miami-Dade County and Select Florida.
- Update Spend Local, Save Local website to include search engine and video thumbnails.
- Reactivate Doral Hotel Group Quarterly Meetings program with Greater Miami Convention and Visitors Bureau to unify the Doral hospitality industry and improve destination marketing opportunities.
- Determine potential P3 opportunities through quarterly Revenue Committee meetings and stakeholder feedback.
- Incorporate a real-time visitor data analytics program in into the Economic Development toolkit.



## Economic Development Budget Highlights



- **120 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.
- **400 – 540 Operating Costs** - Increase in these accounts is due to the Economic Development Division being removed out of the Public Affairs Department and reinstated as a division of the City Manager's Office.

## Economic Development Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries		0	0	0	0	0	\$ -
	<b>Administrative Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
500.120 - Full Time Salaries							
	Economic Developer	0	0	0	0	1	\$ 129,876
	Service Award 10 yr						\$ 4,329
	Business Outreach Coordinator	0	0	0	0	1	\$ 64,783
	<b>Full Time Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>\$ 198,988</b>
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>\$ 198,988</b>

### 00111605 - ECONOMIC DEVELOPMENT DIVISION

	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500120 - FULL TIME SALARIES	0	0	0	0	0	0	204,920	198,989
500125 - COMPENSATED ABSENCES	0	0	0	0	0	0	7,228	7,019
500210 - FICA & MICA TAXES	0	0	0	0	0	0	16,321	16,317
500220 - RETIREMENT CONTRIBUTION	0	0	0	0	0	0	24,054	23,359
500230 - LIFE & HEALTH INSURANCE	0	0	0	0	0	0	56,062	56,006
<b>PERSONNEL Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>308,585</b>	<b>301,690</b>
<b>OPERATING</b>								
500400 - TRAVEL & PER DIEM	0	0	0	0	0	0	7,220	7,220
500410 - COMMUNICATION & FREIGHT	0	0	0	0	0	0	1,200	2,100
500470 - PRINTING & BINDING	0	0	0	0	0	0	2,000	2,000
500481 - PROMOTIONAL ACTIVITIES - PIO	0	0	0	0	0	0	30,500	23,000
500490 - OTHER CURRENT CHARGES	0	0	0	0	0	0	25,000	25,000
500510 - OFFICE SUPPLIES	0	0	0	0	0	0	500	500
500520 - OPERATING SUPPLIES	0	0	0	0	0	0	200	200
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	0	0	0	0	0	0	2,810	2,810
<b>OPERATING Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>69,430</b>	<b>62,830</b>
<b>Grand Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>378,015</b>	<b>364,520</b>



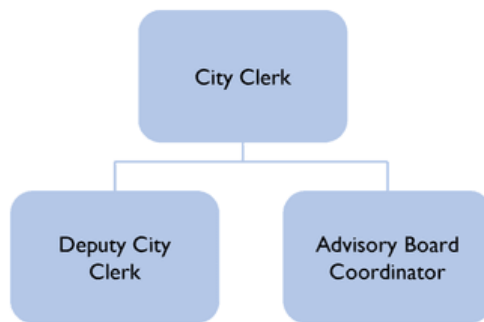
## Office of the City Clerk

The City Clerk serves as the Corporate Secretary of the City, the official Secretary of the Legislative body, the Official Records Custodian of the City of Doral, and Supervisor of Elections for all City of Doral municipal elections. The mission of the Office of the City Clerk is “To Improve and Ensure Transparency in Government and Provide Excellence in Customer Service.”

The City Clerk’s Office functions include:

- Ensuring that all public meetings are noticed by the public and maintaining an accurate record of all Council proceedings;
- Maintaining custody of the City’s vital records including but not limited to Ordinances, Resolutions, Minutes, City Contracts, Agreements and Proclamations;
- Setting the guidelines and standards for all City records, incorporating record management technologies and establishing repositories for archival and vital records;
- Administering, supervising and certifying all City of Doral municipal elections;
- Administering the publication of the City of Doral Code of Ordinances;
- Responding to public records requests and ensuring that all City public records are accessible and readily available to the public;
- Administer and coordinate Advisory Boards;
- Maintaining lobbyist registration information;
- Administering oaths and providing full notary services;
- Acting as the official keeper of the City Seal;
- Providing administrative and clerical support to the City Council.

## Organizational Chart



## Office of the City Clerk Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

- Continue to provide accurate and timely agenda delivery to the public.
- Continue to process records requests as received and provide responses in a timely manner.
- Continue to provide timely assistance to the Mayor and Council members.

### CITY CLERK'S OFFICE ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Public Records Requests	2010	5000	7200	8500

## Office of the City Clerk Objectives for FY 2025

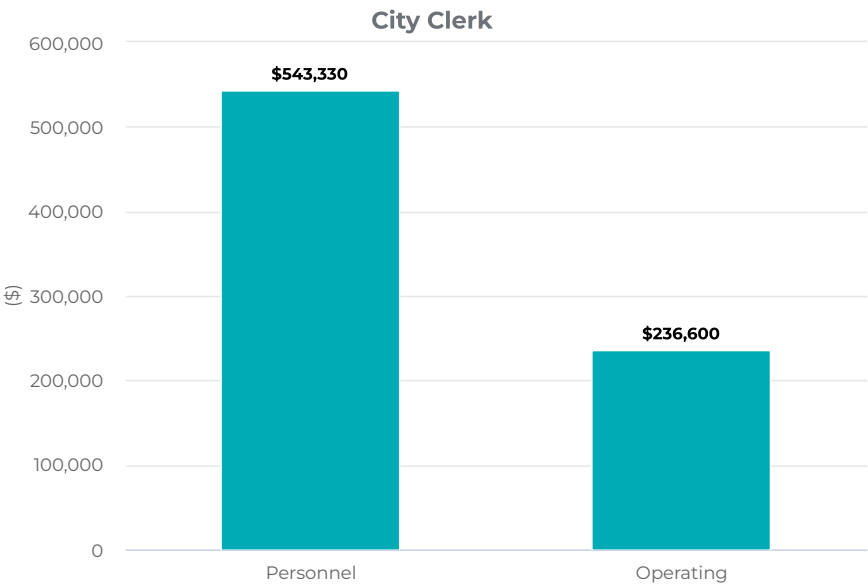
The following objectives were developed to provide a description of the anticipated accomplishments of this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Continue to provide accurate and efficient documentation to the public.
- Continue to make information readily available for the public on the City's website.
- Continue to provide timely assistance to the Mayor and Council members.
- Continue to index all official actions of the Council.
- Continue to provide records management training for employees citywide.
- Continue to administer elections for the City of Doral.
- Provide assistance with digital document management integration citywide.





# Office of the City Clerk Budget Highlights



- **111 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and a 6.5% merit increase based on the individual's performance evaluation. Moreover, the City Clerk is a charter official and holds a contract and, as a result, the City Clerk receives an annual increase of 5%.
- **400 Travel and Per Diem** – The Travel and Per Diem line item is used to fund the City Clerk's Office travel expenses associated with various professional conferences.
- **470 Printing and Binding** – The Printing and Binding line item is used for the Codification of all Ordinances approved by the City Council.
- **491 Legal Advertising** – This covers the cost of Citywide legal advertisements.



## Office of the City Clerk Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries	City Clerk	1	1	1	1	1	\$ 192,660
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 192,660</b>
500.120 - Full Time Salaries	Deputy City Clerk	1	1	1	1	1	\$ 116,298
	Advisory Board Coordinator	1	1	1	1	1	\$ 75,166
	<b>Full Time Salaries Total</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>\$ 191,464</b>
	<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>\$ 384,124</b>

### 0011200 - OFFICE OF THE CITY CLERK

	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>CITY CLERK REVENUE</b>								
341900 - LIEN SEARCH FEES	38,543	43,988	0	0	36,129	0	0	0
341901 - CANDIDATE QUALIFYNG FEES	4,300	0	4,500	4,500	1,600	4,500	0	0
341907 - PUBLIC RECORDS REQUEST	0	0	42,000	42,000	12,439	42,000	42,000	42,000
<b>CITY CLERK REVENUE TOTAL</b>	<b>42,843</b>	<b>43,988</b>	<b>46,500</b>	<b>46,500</b>	<b>50,168</b>	<b>46,500</b>	<b>42,000</b>	<b>42,000</b>
<b>Grand Total</b>	<b>42,843</b>	<b>43,988</b>	<b>46,500</b>	<b>46,500</b>	<b>50,168</b>	<b>46,500</b>	<b>42,000</b>	<b>42,000</b>



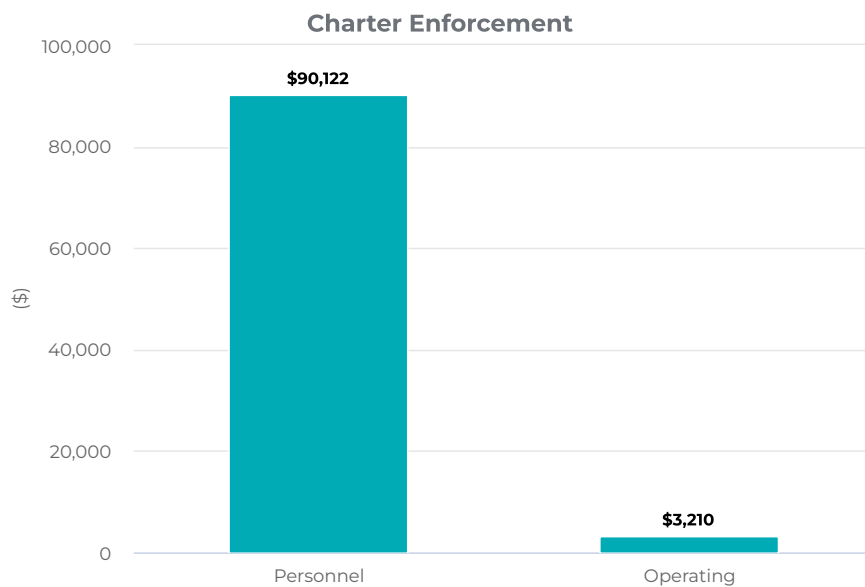
	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	129,350	134,945	146,258	146,258	137,291	0	165,089	192,660
500120 - FULL TIME SALARIES	147,374	152,643	167,215	167,215	160,562	167,215	192,640	191,464
500125 - COMPENSATED ABSENCES	12,267	13,267	14,284	14,284	14,348	14,284	15,899	16,850
500210 - FICA & MICA TAXES	22,365	22,863	26,404	26,404	24,057	26,404	29,914	32,006
500220 - RETIREMENT CONTRIBUTION	58,981	61,468	66,325	66,325	64,193	66,325	72,832	77,655
500230 - LIFE & HEALTH INSURANCE	30,796	33,117	31,685	31,685	31,121	31,685	32,431	32,695
<b>PERSONNEL Total</b>	<b>401,134</b>	<b>418,302</b>	<b>452,171</b>	<b>452,171</b>	<b>431,572</b>	<b>305,913</b>	<b>508,805</b>	<b>543,330</b>
<b>OPERATING</b>								
500331 - COURT REPORTER SERV-SPEC MSTRS	1,128	2,757	7,000	7,000	1,037	7,000	7,000	7,000
500340 - CONTRACTUAL SERVICES - OTHER	1,500	0	0	0	0	0	0	0
500400 - TRAVEL & PER DIEM	18,422	18,752	19,900	19,900	15,411	19,900	19,900	19,900
500410 - COMMUNICATION & FREIGHT	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
500470 - PRINTING & BINDING	12,423	8,260	14,000	14,000	9,497	14,000	14,000	14,000
500491 - LEGAL ADVERTISING	63,747	19,593	99,000	114,000	108,050	99,000	99,000	99,000
500495 - ELECTION EXPENSES	0	69,473	80,000	65,000	0	80,000	80,000	80,000
500510 - OFFICE SUPPLIES	1,772	1,889	2,000	2,000	1,855	2,000	2,000	2,000
500520 - OPERATING SUPPLIES	498	2,923	3,000	3,000	224	3,000	3,000	3,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	2,547	3,134	8,300	8,300	3,188	8,300	8,700	8,700
<b>OPERATING Total</b>	<b>105,037</b>	<b>129,781</b>	<b>236,200</b>	<b>236,200</b>	<b>142,262</b>	<b>236,200</b>	<b>236,600</b>	<b>236,600</b>
<b>Grand Total</b>	<b>506,171</b>	<b>548,083</b>	<b>688,371</b>	<b>688,371</b>	<b>573,834</b>	<b>542,113</b>	<b>745,405</b>	<b>779,930</b>



## Office of Charter Enforcement

The Office of Charter Enforcement (OCE) was created to investigate violations of Federal, State, County, City laws, Charter provisions, Ordinances, and other regulatory provisions. The responsibility of the OCE shall be enforcement of provisions of Federal Law, State Law, County Law, this Charter, City Ordinances, and Regulations. The OCE shall investigate matters including, but not limited to, violations of Federal Law, State Law, County Law, this Charter, City Ordinances, and Regulations related to conduct, public decorum, and ethics. The OCE's responsibility and mission is to ensure compliance with Federal law, State law, County law, the City Charter, and City Ordinances, Resolutions, Rules and Regulations, enacted pursuant Charter authority. The OCE shall oversee, and if necessary, investigate all City activities of all elected officials, all Charter Officials, all employees, appointed positions, all persons doing business with the City including but not limited to bidders, contractors, subcontractors, consultants, or subconsultants, or any such entity's officers, agents, employees and any person engaged in lobbying on matters related to the City business as well as any activity which negatively reflects on Doral's government.

### Office of Charter Enforcement Budget Highlights



- **110 – 230 Personnel Costs** – In accordance with the City's municipal charter, the Office of Charter Enforcement shall be independent from the City Council, City departments, and City employees, to assure that no interference or influence external to the Office of Charter Enforcement (OCE) affects the objectivity of the OCE. As such, the budget includes funding for the Charter Enforcement Official.

Office of Charter Enforcement Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	Charter Enforcement Official	0	0	0	1	1	\$ 62,807
	Administrative Salaries Total	0	0	0	1	1	\$ 62,807
	Total	0	0	0	1	1	\$ 62,807



## 00113005 - OFFICE OF CHARTER ENFORCEMENT

	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
	FY 2021-22	FY 2022-23	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
			FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	0	0	56,706	56,706	0	56,706	62,787	62,807
500125 - COMPENSATED ABSENCES	0	0	2,045	2,045	0	2,045	2,264	2,265
500210 - FICA & MICA TAXES	0	0	4,740	4,740	0	4,740	5,222	5,224
500220 - RETIREMENT CONTRIBUTION	0	0	6,805	6,805	0	6,805	7,535	7,537
500230 - LIFE & HEALTH INSURANCE	0	0	6,544	6,544	0	6,544	14,288	12,289
<b>PERSONNEL Total</b>	<b>0</b>	<b>0</b>	<b>76,840</b>	<b>76,840</b>	<b>0</b>	<b>76,840</b>	<b>92,096</b>	<b>90,122</b>
<b>OPERATING</b>								
500340 - CONTRACTUAL SERVICES - OTHER	399	0	0	700	699	0	0	0
500400 - TRAVEL & PER DIEM	0	0	2,610	1,910	200	2,610	2,610	2,610
500410 - COMMUNICATION & FREIGHT	0	0	600	600	0	600	600	600
<b>OPERATING Total</b>	<b>399</b>	<b>0</b>	<b>3,210</b>	<b>3,210</b>	<b>899</b>	<b>3,210</b>	<b>3,210</b>	<b>3,210</b>
<b>Grand Total</b>	<b>399</b>	<b>0</b>	<b>80,050</b>	<b>80,050</b>	<b>899</b>	<b>80,050</b>	<b>95,306</b>	<b>93,332</b>



## Human Resources Department

The Human Resources Department is a one-stop shop for everything related to the city's talented employees. HR works as strategic partners with all departments to achieve organizational goals through a dedicated and engaged workforce.

Department Mission: Empowering People, Driving Success.

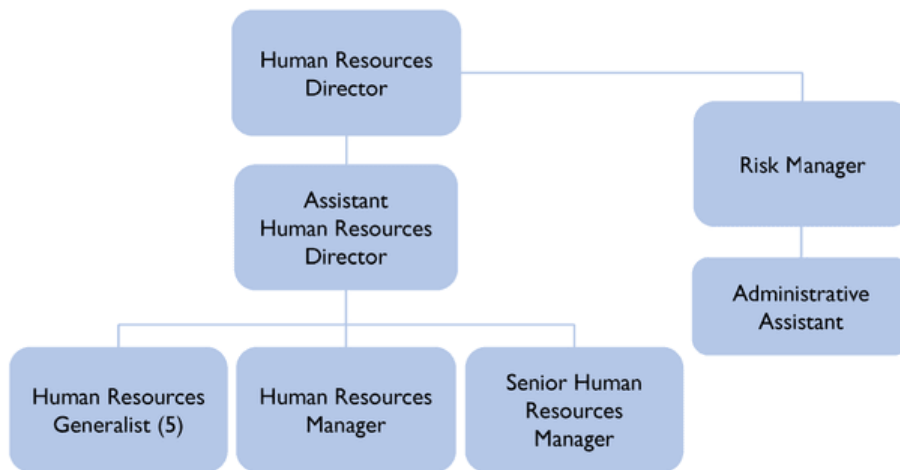
- Develops and manages effective Human Resources programs that create value for the City.
- Provide expert advice, services, and solutions efficiently and with a focus on customer service.
- Equip employees with the tools needed to excel and meet the needs of customers and residents.
- Champion diversity and inclusion through fair selection and development practices.

Department Services: Supporting Employees at Every Step:

- **Building the Best Team:** Recruiting top talent and managing a pipeline for future needs.
- **Investing in Our People:** Developing employee skills and fostering career growth.
- **Positive Work Environment:** Promoting strong employee relations and a culture of engagement.
- **Holistic Well-being:** Supporting employee health and wellness initiatives.
- **Empowering Compliance:** Ensuring adherence to legal regulations and mitigating risks.

Together, we can create a positive and productive workplace where everyone thrives.

### Organizational Chart





# Human Resources Department Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

## **Communication**

*Ensure the City has the technologies to utilize all communication channels and tools.*

- Paycom has enabled employees to update and access personal information in real time. It has also enabled HR to provide training and conduct surveys relevant to the needs of employees.

## **Organizational Efficiency**

*Review best practices in risk management and develop an updated risk management approach for the city.*

- The Human Resources Department has taken the lead in handling and processing risk management cases.
- The Human Resources Department continues to monitor the status of driver's licenses for employees classified as City drivers. When a driver's status changed or was flagged (active, inactive, expiration, suspensions, revocations, violations, and sanctions), Human Resources quickly notified supervisors and respective employees and followed-up to ensure compliance. In FY 2024, the department ensured that no City driver operated a vehicle with an expired, revoked and/or suspended license. In addition, HR continues to work with Florida Licensing on Wheels (FLOW) to facilitate onsite appointments for employees. All employees with upcoming driver's license expiration dates are notified.
- The Human Resources Generalist assigned to the Police Department continues to ensure that all incentives outlined in the collective bargaining agreement are applied to each member of the department.
- The Human Resources Department continues to enhance safety training programs to ensure employees use safe work practices and maintain safe work environments.

*Identify new opportunities for an expanded workforce that provides departments the opportunity to improve services.*

- The Human Resources Department continues working with City Departments and local universities to offer Executive and Regular internship opportunities for students within the city.
- The City became a host for the Miami-Dade Public Schools Summer Youth Internship Program, a paid five-week internship program funded through grants sponsored by the Children's Trust, CareerSource South Florida, EdFed, Miami-Dade County and the Foundation for New Education Initiatives.

*Maintain a competitive salary and benefits and consider making the benefits package more attractive, with career planning and education.*

- Employee Retention & Recruitment: All employees that had evaluations that met or exceeded expectations received their approved merit increase. The Human Resources Department continually works with department directors and supervisors to provide training and encourage ongoing communication and feedback with employees. Performance evaluations and communication provide clarity about expectations. This identifies strengths and weaknesses and provides the opportunity for dialogue between management and employees to be more effective and efficient in the services they provide.
- The Human Resources Department managed the employee recognition program, which encourages the recognition of excellent employee performance and positive contributions related to the overall objectives of the city. A total of fifty-three (53) employees were recognized this fiscal year.
- Employees were recognized for their years of service to the city (5,10, 15 & 20 Years of Service). A total of forty-two (42) employees were recognized and received the corresponding monetary bonus.
- Eleven (11) employees were recognized with the 2023 employee of the year award.
- The Human Resources Department managed several wellness initiatives. These initiatives included: Annual Health Fair, Lunch and Learn programs on wellness, financial, and professional development, and Eyes on the Job.
- The Department hosted ten (10) Lunch and Learn program sessions with an average employee participation of thirty-two (32) employees per session.
- The Human Resources Department received several recognitions for health and wellness initiatives, including:
  - 2023 Gold Status for Workforce Well-being Score Card for American Heart Association.
  - 2023 Gold Status for Aetna Workplace Well-Being Award for Making a Difference.
  - 2023 Honoree for Healthiest Employers in South Florida for Medium Company by South Florida Business Journal.
  - 2024 Healthiest Employers in South Florida for Medium Company by South Florida Business Journal (5<sup>th</sup> Place)
  - 2024 Platinum Status for 2024 Workplace Health Achievement Index by the American Heart Association
  - Top Workplace for 2024 in South Florida by Sun Sentinel
  - CDC Worksite Score 278 out of 294
- Submitted award application to the following wellness recognitions:
  - Applied for 2024 Aetna Workplace Well-Being Award
  - Applied to the WELCOA Workplace Awards for 2024
  - Applied to the 2024 Healthiest Employers in South Florida for Medium Company by South Florida Business Journal



### **Training & Education:**

*Improve Customer Service through training programs & continue employee-training sessions*

- The front-line customer service departments successfully completed the Customer Service and Sexual Harassment training through RCultures.
- The Human Resources Department partnered with police training personnel for CPR training, 42 employees were certified in the months of February and April 2024.
- Partnering with the City Manager's Office and the Police Department, Human Resources scheduled 218 employees for Active Shooter Training during the month of April 2024.

**HUMAN RESOURCES ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Employment Applications Received	2,505	2,971	2,671	3,000
Job Interest Cards Received	50	24	123	200
Job Posting Hits	242,116	304	117,504	120,000
Vacancy By Requisition	62	73	83	70
New Hires	68	109	104	90
Terminations	83	98	104	75
Internal Promotions	40	48	37	40
Employment Redassifications	21	25	35	5
Health Fair Attendance	0	0	163	175
Temporary Appointments	70	40	8	20
Workers Compensation Processed	85	57	47	60
Tuition Reimbursement Processed	50	23	19	30
Performance Merit Increases Processed	297	206	309	466

The Human Resources Department ensures a productive and effective workforce by managing a wide range of employment activities and services:

- **Policy & Compliance:** Develops and oversees policies that keep employees and the City safe and compliant with all federal and state laws.
- **Talent Acquisition & Development:** Find, attract, and develop top talent, investing in their skills and career growth for the City's success.
- **Positive Work Environment:** Foster strong employee relations, promote well-being initiatives, and cultivate a culture of engagement.
- **Efficiency & Effectiveness:** Administer programs that streamline operations, including compensation and benefits, record management, and risk mitigation.

By focusing on these key areas, HR empowers employees to perform at their best, ultimately driving success for the entire city.



## Human Resources Department Objectives for FY 2025

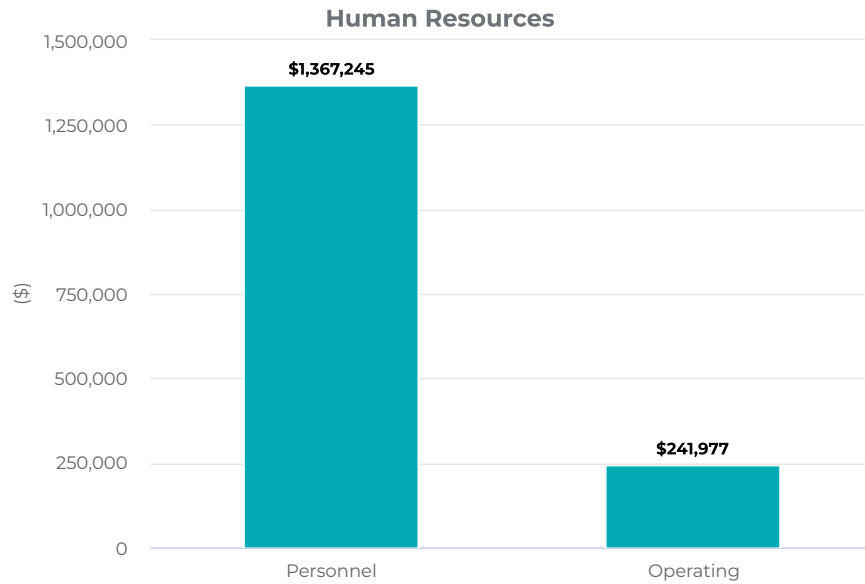
The following objectives were developed to provide a description of anticipated accomplishments as they relate to the City Council's Budget Priorities and Strategic Goals, which are indicated below.

- Restructure the current recruitment and retention plan by the third quarter of the fiscal year. Improve the Human Resources section of the City's website by creating a more user-friendly and navigable structure.
- Increase the City's current wellness status by expanding the wellness program for Public Safety participation within the second quarter of the fiscal year.
- Development of a formal written Standard Operating Procedures (SOP) manual for the various Human Resources Department (HRD) functions to be completed by the end of the fiscal year.
- Make modifications to the current accommodation policy and provide supervisory training by the third quarter of the fiscal year.
- Enhance the current benefits plan by promoting flexible schedules within the second quarter of the fiscal year.

HUMAN RESOURCES STRATEGIC PRIORITIES	
STRATEGIC PRIORITIES	ADOPTED FY 2024-25
Customer Service Training	Continue to ensure that current employees and all new employees receive customer service training.
Organization Efficiency	Restructure current recruitment and retention plan and develop a formal written Standard Operating Procedures manual.
Organization Efficiency	Provide supervisory performance evaluation training to staff promotes to supervisory roles.



## Human Resources Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **340 – Contractual Services** – This account increased due to pre-employment testing for all new-hired employees.
- **540 – Dues, Subscriptions and Memberships** – The increase in this account is associated with the new building compliance posters, membership cost increase/registration, and increased cost of notary renewal.

## Human Resources Department Authorized Positions

ACCOUNT	POSITION	AMENDED* FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries	Human Resources Director	1	1	1	1	1	\$ 170,442
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 170,442</b>
500.120 - Full Time Salaries	Assistant Human Resources Director	1	1	1	1	1	\$ 138,895
	HR Manager	1	1	1	1	1	\$ 108,292
	Service Award 10 yr						\$ 3,610
	Police Human Resources Generalist	1	1	1	0	0	\$ -
	Human Resources Generalist	2	2	3	4	4	\$ 311,020
	Service Award 5 yr						\$ 610
	Senior Human Resources Generalist	0	1	1	1	1	\$ 92,506
	Payroll Specialist I	0	0	1	0	0	\$ -
	Risk Manager	0	0	0	1	1	\$ 86,449
	Administrative Assistant	0	0	0	1	1	\$ 48,181
	<b>Full Time Salaries Total</b>	<b>5</b>	<b>6</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>\$ 789,563</b>
500.130 - Other Salaries	Interns	6	6	6	6	6	\$ 50,000
	<b>Other Salaries Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>\$ 50,000</b>
	<b>TOTAL</b>	<b>12</b>	<b>13</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>\$ 1,010,005</b>



## 00120005 - HUMAN RESOURCES

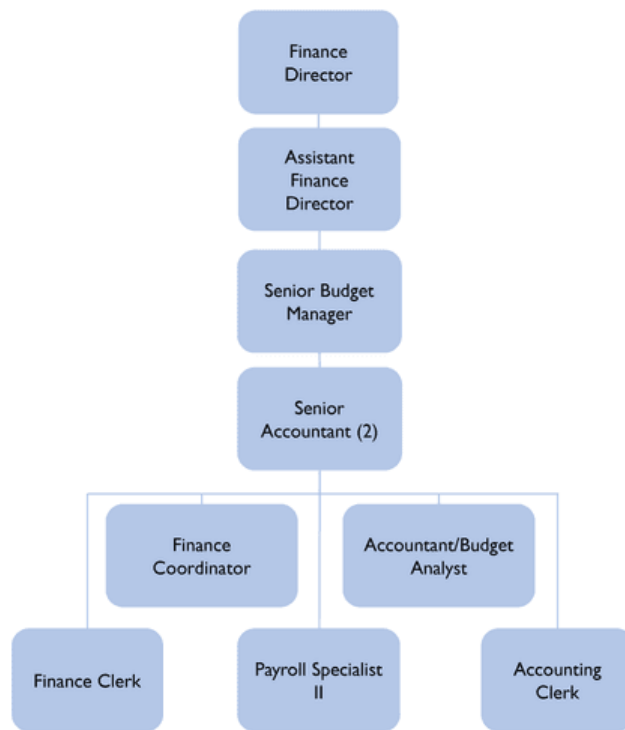
	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	88,498	131,345	155,555	155,555	146,032	155,555	172,238	170,442
500120 - FULL TIME SALARIES	475,407	506,688	657,576	657,576	505,105	657,576	782,809	773,773
500125 - COMPENSATED ABSENCES	18,960	25,414	29,114	29,114	29,450	29,114	34,161	33,775
500130 - OTHER SALARIES	10,481	18,711	50,000	50,000	42,989	50,000	50,000	50,000
500210 - FICA & MICA TAXES	45,263	51,563	68,515	68,515	54,645	68,515	79,732	78,874
500220 - RETIREMENT CONTRIBUTION	64,700	74,593	96,890	96,890	78,864	96,890	113,685	112,400
500230 - LIFE & HEALTH INSURANCE	85,272	99,667	124,742	124,742	97,379	124,742	148,090	147,981
<b>PERSONNEL Total</b>	<b>788,582</b>	<b>907,980</b>	<b>1,182,392</b>	<b>1,182,392</b>	<b>954,542</b>	<b>1,182,392</b>	<b>1,380,715</b>	<b>1,367,245</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	10,700	0	15,500	15,500	0	15,500	3,000	3,000
500340 - CONTRACTUAL SERVICES - OTHER	49,506	46,107	104,354	104,354	88,121	104,354	131,207	131,207
500400 - TRAVEL & PER DIEM	4,480	6,135	6,170	6,170	8,050	6,170	6,170	6,170
500410 - COMMUNICATION & FREIGHT	2,100	2,400	2,400	2,400	2,400	2,400	2,400	2,400
500470 - PRINTING & BINDING	499	482	600	600	242	600	600	600
500480 - PROMOTIONAL ACTIVITIES	8,370	12,092	13,250	13,250	11,051	13,250	18,000	18,000
500510 - OFFICE SUPPLIES	1,020	1,998	2,500	2,500	720	2,500	3,000	3,000
500520 - OPERATING SUPPLIES	1,396	1,107	2,000	2,500	2,068	2,000	2,000	2,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	27,354	41,294	75,292	74,792	33,329	75,292	75,600	75,600
<b>OPERATING Total</b>	<b>105,425</b>	<b>111,615</b>	<b>222,066</b>	<b>222,066</b>	<b>145,980</b>	<b>222,066</b>	<b>241,977</b>	<b>241,977</b>
<b>Grand Total</b>	<b>894,007</b>	<b>1,019,595</b>	<b>1,404,458</b>	<b>1,404,458</b>	<b>1,100,522</b>	<b>1,404,458</b>	<b>1,622,692</b>	<b>1,609,222</b>



## Finance Department

The Finance Department is the central fiscal control and accounting body of the City government. Finance is responsible for the proper accounting of all City funds and compliance with all applicable regulations and laws. The Department deals with the daily accounting activities including processing accounts payable, accounts receivable, central collections, general ledger fund accounting, preparation of applicable local, state, and federal reports and monthly financial reports to management, administering debt service and investment of City funds. The Department is also responsible for the development, implementation and control of the approved budget and the preparation and disclosure of the financial statements, including responses to the external auditors. It also provides other departments with financial analysis and support.

### Organizational Chart



## Finance Department Accomplishments for FY 2024

The following section lists prior year accomplishments and the status of current year budget initiatives that supports the City's Strategic Goals.

### FINANCE DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Payrolls Processed	1850	2010	4500	5000
Check Issued (AP)	5035	4543	4500	5000
Wire Transfers	209	205	220	230
Annual Comprehensive Financial Report (ACFR)				
Popular Annual Financial Report (PAFR)				
Annual Balanced Budget				

#### Long-term Financial Sustainability:

- Maintained AA+ bond ratings with Standard & Poor's and Fitch Ratings.
- The Finance Department continues to provide accurate and timely budget and financial reports on a monthly basis to the City Manager. These reports are submitted to the City Council for review at its monthly Council meeting.
- Process payroll and associated reports, as well as, processing accounts payable and accounts receivable.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Develop a 5-year financial plan to assist the administration in managing the City's future growth.
- Continue to collect and monitor revenues; and process and account for grants.
- Review and update the City's Investment Policy to enhance fiscal sustainability.
- Assisted the team from Caballero, Fierman, Llerena & Garcia LLP, the City's independent auditors, with the audit and preparation of the Annual Comprehensive Financial Report for FY 2022 - 2023. As well as providing full and complete access to financial data.

#### Organizational Efficiency:

- Awarded the Government Finance Officer Association (GFOA) and the United States and Canada Certificate of Achievement for Excellence in Financial Reporting for the City's FY 2021-2022 Annual Comprehensive Financial Report.
- Awarded the GFOA Distinguished Popular Annual Financial Reporting Award for the FY 2021-2022 PAFR.
- Awarded the GFOA Distinguished Budget Presentation Award for the FY 2023-2024 Budget.





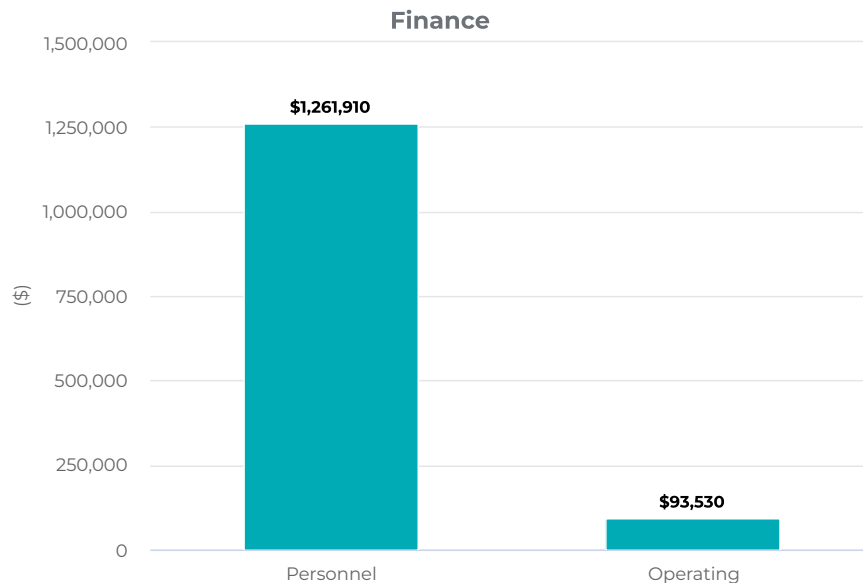
## Finance Department Objectives for FY 2025

The following objectives were developed to provide an overview of the anticipated accomplishments for the Department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

### Organizational Efficiency and Effectiveness Area:

- Provide accurate and timely budget and financial reports on a monthly basis to the City Manager.
- Oversee the use of the General Obligation Bond funds to ensure compliance with all requirements and transparency in reporting for both Series 2019 and Series 2021.
- Process Payroll and associated Federal and State reports.
- Process accounts payable, accounts receivable, and reconciliation of all accounts on a timely basis.
- Assist the City Manager in the preparation of the Annual Operating and Capital Budget.
- Collect and monitor revenues.
- Coordinate and assist the independent auditors in the preparation of the Annual Comprehensive Financial Report.
- Process and account for grants, including FEMA and the American Rescue Plan Act of 2021.
- Manage and account for the City's investments.
- Manage and account for City debt, including Post-Issuance Disclosure requirements.
- Maintain the capital assets program in compliance with Governmental Accounting Standards Board (GASB) 34.
- Continue to obtain all three Government Finance Officers Association (GFOA) prestigious awards for Budget, Annual Comprehensive Financial Report, and Popular Annual Financial Report; certifying that the City's finance reports are being produced at the highest standard possible.
- Prepare the Budget in Brief book to highlight major points from the Budget document.
- Continue identifying ways to sustain and promote financial stability and organizational efficiencies.

## Finance Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.
- **510 Office Supplies** – The increase in this account is attributable with the department adding funds for uniforms.



## Finance Department Authorized Positions

ACCOUNT	POSITION	AMENDED* FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	Finance Director	1	0	0	1	1	\$ 171,678
	<i>Service Award 10 yr</i>						\$ 5,723
	Chief Financial Officer	0	1	1	0	0	\$ -
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 177,401</b>
500.120 - Full Time Salaries							
	Assistant Finance Director	1	1	1	1	1	\$ 127,374
	<i>Service Award 5 yr</i>						\$ 1,061
	Payroll Specialist	1	0	0	0	0	\$ -
	Payroll Specialist II	0	1	1	1	1	\$ 70,357
	Accountant	2	3	3	0	0	\$ -
	Senior Accountant	0	0	0	2	2	\$ 154,429
	<i>Service Award 10 yr</i>						\$ 2,676
	Accountant/Budget Analyst	0	0	0	1	1	\$ 72,741
	Budget/ Grants Administrator	1	1	0	0	0	\$ -
	Senior Budget Manager	0	0	1	1	1	\$ 86,449
	Finance Cashier	1	0	0	0	0	\$ -
	Finance Clerk	1	1	1	1	1	\$ 47,891
	Accounting Clerk	0	1	1	1	1	\$ 51,119
	Procurement Manager	1	0	0	0	0	\$ -
	Procurement Specialist	1	0	0	0	0	\$ -
	Fixed Asset & Purchasing Coordinator	1	0	0	0	0	\$ -
	Finance Coordinator	0	0	0	1	1	\$ 62,359
	<b>Full Time Salaries Total</b>	<b>10</b>	<b>8</b>	<b>8</b>	<b>9</b>	<b>9</b>	<b>\$ 676,456</b>
500.130 - Other Salaries							
	Financial Analyst (PT)	1	0	0	0	0	\$ -
	<b>Other Salaries Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>TOTAL</b>	<b>12</b>	<b>9</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>\$ 853,857</b>



	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	59,505	94,842	199,681	199,681	139,295	199,681	171,624	177,401
500120 - FULL TIME SALARIES	505,542	552,435	635,218	635,218	492,082	635,218	683,584	676,457
500125 - COMPENSATED ABSENCES	38,597	3,673	29,880	29,880	1,030	29,880	30,495	30,448
500140 - OVERTIME	334	214	1,986	1,986	185	1,986	1,986	1,986
500210 - FICA & MICA TAXES	43,007	47,721	66,570	66,570	45,761	66,570	68,493	68,385
500220 - RETIREMENT CONTRIBUTION	66,401	76,644	99,446	99,446	100,438	99,446	101,491	101,327
500230 - LIFE & HEALTH INSURANCE	142,225	164,397	181,823	181,823	174,257	181,823	205,911	205,906
<b>PERSONNEL Total</b>	<b>855,612</b>	<b>939,925</b>	<b>1,214,604</b>	<b>1,214,604</b>	<b>953,049</b>	<b>1,214,604</b>	<b>1,263,584</b>	<b>1,261,910</b>
<b>OPERATING</b>								
500321 - ACCTG & AUDITING-AUDIT SVCS	49,000	45,300	61,650	61,650	56,200	61,650	61,650	61,650
500340 - CONTRACTUAL SERVICES - OTHER	1,662	0	2,000	2,000	0	2,000	2,000	2,000
500400 - TRAVEL & PER DIEM	2,219	2,610	8,970	8,970	5,285	8,970	8,970	8,970
500410 - COMMUNICATION & FREIGHT	1,877	1,800	2,450	2,450	2,400	2,450	2,450	2,450
500460 - REPAIR & MAINT - OFFICE EQUIP	0	520	1,350	1,350	0	1,350	1,350	1,350
500470 - PRINTING & BINDING	3,114	935	3,650	3,650	1,222	3,650	3,650	3,650
500510 - OFFICE SUPPLIES	3,550	2,842	5,950	5,950	5,299	5,950	6,300	6,300
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	2,138	2,765	7,160	7,160	3,555	7,160	7,160	7,160
<b>OPERATING Total</b>	<b>63,559</b>	<b>56,772</b>	<b>93,180</b>	<b>93,180</b>	<b>73,961</b>	<b>93,180</b>	<b>93,530</b>	<b>93,530</b>
<b>Grand Total</b>	<b>919,171</b>	<b>996,696</b>	<b>1,307,784</b>	<b>1,307,784</b>	<b>1,027,010</b>	<b>1,307,784</b>	<b>1,357,114</b>	<b>1,355,440</b>

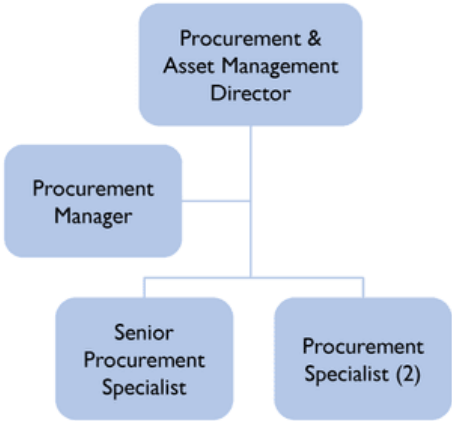


# Procurement & Asset Management Department

The mission of the Procurement & Asset Management Department is to ensure that the city has the resources it needs to provide high-quality services to its residents. The Procurement & Asset Management Department is responsible for providing city departments with the goods and services necessary to perform city activities, which includes assisting departments in the development of required specifications; initiating and processing formal requests for quotations, proposals, and bids for professional services, goods, general services, and construction, all in accordance with all applicable ordinances, laws, policies, procedures and NIGP best practices; coordinating the evaluation of bids and proposals submitted in response to competitive solicitations; and maximizing value for the city through various means, including by fostering competition in a transparent, fair, ethical, and professional manner.

The Procurement & Asset Management Department will also be tasked with managing the city's assets, including City-owned real property, and facilitating the acquisition and disposition thereof. This includes identifying potential real estate opportunities when needed, negotiating contracts, and coordinating with internal and external agencies.

## Organizational Chart



## Procurement & Asset Management Department Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

- Processed over 1100 purchase orders collectively valued over \$36,000,000 (as of July 11, 2024)
- Collaborated with Public Affairs for the City of Doral Vendor Fair, which provided vendors in the community with access to departments City-wide and expanded vendor registration
- Participated in vendor fairs hosted by other local agencies to increase South Florida vendor registration and competition.
- Updated the Procurement Standard Operating Procedures, Vendor Application, Vendor Affidavits, Quotes Tabulation Form, Purchase Order Maintenance Form, Bid Waiver Justification Form, Standard Terms and Conditions for Solicitations, and Purchase Order Terms and Conditions consistent with the best procurement practices.
- Improved the format and structure of standard solicitation forms to increase ease of review and minimize vendor confusion and error.
- Created the following forms and templates to further improve processes and increase transparency:
  - Procurement Compliance Checklist
  - Emergency Purchase Form
  - Unauthorized Purchase Form
- Established the Donations Acceptance policy to ensure that all donations are accepted and administered in a transparent and consistent manner.
- Curated and hosted the annual workshop/training for procurement, contract management, co-ops and piggyback contracts, bid waivers, accounts payable and fixed assets.
- Commenced the process of upgrading Munis to expand the use of the contract module as well as obtain and utilize the vendor access module to expedite vendor onboarding and improve vendor tracking and outreach.

### PROCUREMENT & ASSET MANAGEMENT DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Purchase Orders Issued	1528	1887	1600	1600
RFPs/RFQs/ITBs Issued	30	10	20	30
New Assets Inventoried	90	76	100	100



## Procurement & Asset Management Department Objectives for FY 2025

The following objectives were developed to provide an overview of the anticipated accomplishments of the Department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

### Exceptional Service

- Foster a culture of continuous improvement in procurement processes.
- Ensure that all procurement activities are carried out in a timely and efficient manner to properly support all departments.
- Continue departmental training programs on procurement best practices, standards, and tools.
- Provide courteous and professional services to the city's residents, businesses, and other internal/external customers.
- Continue to implement vendor outreach and highlight training opportunities available to vendors so that they are well-equipped with the tools to do business with the City.

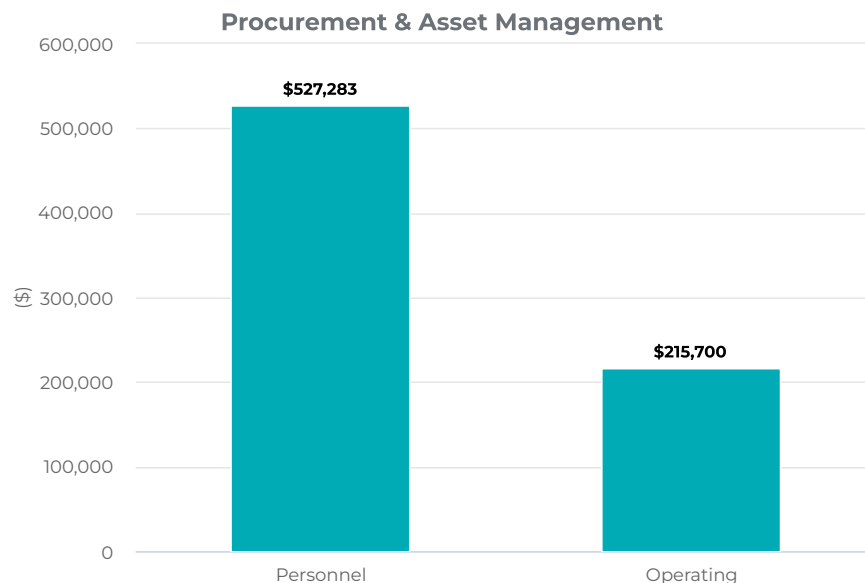
### Organizational Efficiency and Effectiveness

- Fully implement the vendor access tool in the City's current ERP system to allow vendors to register and submit applications directly.
- Implement contract management notifications for managing agreements with renewal notifications to provide better tracking and contract management.

### Revenue Growth

- Continue to identify cost-saving opportunities through strategic sourcing and procurement activities.
- Foster competition among suppliers to promote innovation and cost savings in revenue growth-related procurement activities.
- Develop and implement strategies that promote revenue growth, including negotiating favorable contracts with suppliers, identifying opportunities to capitalize upon underutilized municipal properties, developing public-private partnerships, and other measures.

## Procurement & Asset Management Department Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.



## Procurement & Asset Management Department Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	AMENDED* FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	Procurement & Asset Management Director	0	0	0	1	1	\$ 124,846
	<b>Administrative Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>\$ 124,846</b>
500.120 - Full Time Salaries							
	Procurement Division Manager	0	1	1	0	0	\$ -
	Procurement Specialist	0	2	2	2	2	\$ 132,572
	Fixed Asset & Purchasing Coordinator	0	0	0	0	0	\$ -
	Procurement Manager <sup>1</sup>	0	0	0	0	1	\$ 70,200
	Senior Procurement Specialist <sup>2</sup>	0	0	0	0	1	\$ 58,500
	<b>Full Time Salaries Total</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>\$ 261,272</b>
	<b>TOTAL</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>\$ 386,118</b>

<sup>1</sup> FY 2024-25 NEW POSITION - Procurement Manager

<sup>2</sup> FY 2024-25 NEW POSITION - Senior Procurement Specialist





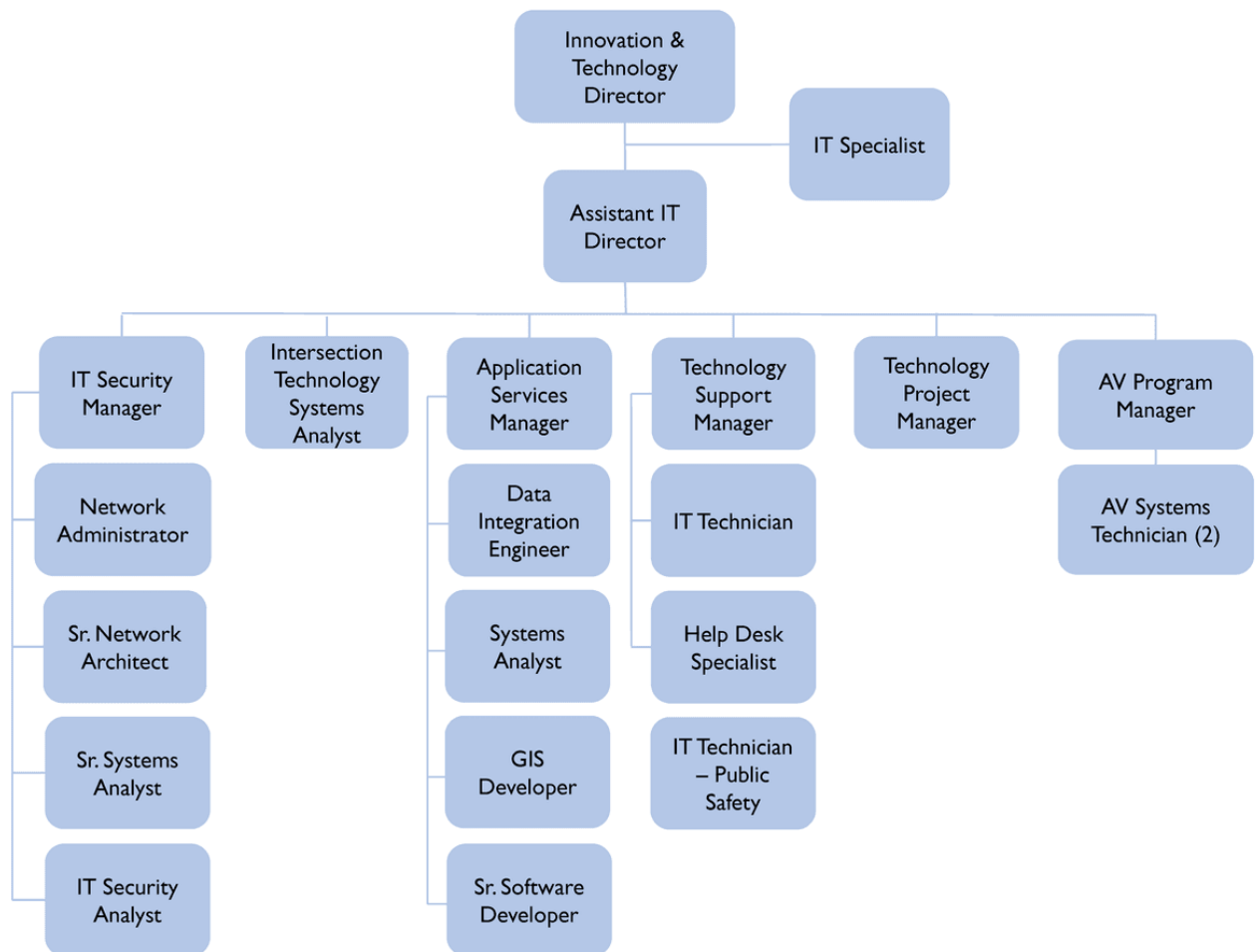
	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	0	31,803	157,111	157,111	145,312	157,111	170,583	124,846
500120 - FULL TIME SALARIES	188,461	99,232	114,950	114,950	82,583	114,950	292,624	261,272
500125 - COMPENSATED ABSENCES	4,046	6,414	9,697	9,697	7,447	9,697	17,197	13,922
500140 - OVERTIME	89	0	0	0	0	0	0	0
500210 - FICA & MICA TAXES	15,467	10,661	21,795	21,795	18,250	21,795	36,923	31,094
500220 - RETIREMENT CONTRIBUTION	19,642	12,338	32,270	32,270	27,838	32,270	55,175	46,335
500230 - LIFE & HEALTH INSURANCE	36,220	17,184	40,246	40,246	31,061	40,246	57,579	49,814
<b>PERSONNEL Total</b>	<b>263,925</b>	<b>177,632</b>	<b>376,069</b>	<b>376,069</b>	<b>312,491</b>	<b>376,069</b>	<b>630,081</b>	<b>527,283</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	0	0	0	0	0	0	20,000	20,000
500340 - CONTRACTUAL SERVICES - OTHER	0	0	0	0	0	0	60,000	180,000
500400 - TRAVEL & PER DIEM	4,861	1,305	8,720	8,720	4,852	8,720	8,720	8,720
500410 - COMMUNICATION & FREIGHT	1,100	300	1,400	1,400	1,100	1,400	1,400	1,400
500460 - REPAIR & MAINT - OFFICE EQUIP	0	0	500	500	0	500	500	500
500470 - PRINTING & BINDING	525	0	1,000	1,000	140	1,000	1,000	1,000
500510 - OFFICE SUPPLIES	121	549	1,150	1,150	817	1,150	1,400	1,400
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	680	675	2,680	2,680	1,890	2,680	2,680	2,680
<b>OPERATING Total</b>	<b>7,287</b>	<b>2,829</b>	<b>15,450</b>	<b>15,450</b>	<b>8,799</b>	<b>15,450</b>	<b>95,700</b>	<b>215,700</b>
<b>Grand Total</b>	<b>271,211</b>	<b>180,462</b>	<b>391,519</b>	<b>391,519</b>	<b>321,290</b>	<b>391,519</b>	<b>725,781</b>	<b>742,983</b>



# Information Technology Department

The Information Technology Department provides and empowers the City's business partners and Doral's residents, visitors and businesses with sustained, reliable and efficient technology services, infrastructure and telecommunications. Leveraging state-of-the-art tools, innovative methods and strategic partnerships, the Department is at the center of shaping the City of Doral's Smart City strategy. The Smart City leadership has come from the elected officials, City executives and senior staff. This is critical to building a smart city, which requires championing a strategy at the highest level of the organization, a system-wide view and an integrated approach. Today there is a strong sense of collaboration and consensus among Departments as the City remains focused on the Strategic Plan and paving the way for future innovative solutions, a transparent, informed, and effective decision-making process for managing the demand and supply of best-managed IT services while encouraging sponsor and stakeholder engagement. The Department's focus is to lower the cost of services by leveraging inter-organizational collaboration and efficiencies. The key to the Smart City Strategy is using information and communications technology to enhance the City's livability, work ability and sustainability. To that end, the technology allows the organization to collect information about its operation through different sensors; next, that data is communicated to the information systems that process and 'crunch' it, analyzing the information collected to understand what is happening, initiate responsive actions and even predict what is likely to happen next. These are the core functions the IT Department follows when implementing new technologies in the City of Doral.

## Organizational Chart



# Essential Information Technology Department Functions

IT is laser focused on providing essential applications and services — the “capabilities” that support business results. The following capabilities support business results for City departments and enterprises so they can best serve the residents and businesses of the City of Doral.

## **Asset Management**

Tracking, maintaining and managing City assets to support efficient and effective use.

## **Business Intelligence Management**

Identifying, analyzing, transforming, and presenting information using business intelligence tools and techniques to support decision-making.

## **Citizen Engagement**

Empowering Citizen Engagement with a Smart City Strategy provides a “Citizen First” eService's platform for citizen access, business intelligence, service deliver, transparency and efficiency.

## **Communications Management**

Providing telephones, audio video services, video conferencing, and wireless technologies to deliver voice, video and data information to staff and residents.

## **Financial Management**

Providing enterprise tools to gather, analyze, manage, and communicate financial decisions to staff and citizens.

## **Information Management**

Collecting and managing information from many sources to distribute that information to audiences.

## **I.T. Infrastructure Management**

Establishing, operating and maintaining IT hardware, software, networks, service desks, and security systems to provide data and information to staff and residents.

## **Mobile Operations Management**

Managing and performing information technology functions using mobile devices.

## **Partnerships and Programs**

Partnering with South Florida Digital Alliance (SFDA), a non-profit organization, to distribute the City's surplus computers to schools in Doral.

## **Public Safety Management**

Delivering business and technology management services to support code compliance, emergency management, and police services to City of Doral residents and businesses.

## **Security**

Working with City government to improve transparency and accessibility, while protecting privacy and security using confidentiality, integrity, and accountability.



# Information Technology Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

- The Information Technology Department focused on upgrading technology infrastructure to enhance network systems, devices, security, and traffic safety technology.
- Replace end-of-life network hardware and storage as part of the capital hardware refresh cycle. The systems staff is implementing new technologies to improve performance across the system's infrastructure stack, including servers and storage. This technology allows IT to quickly provision the infrastructure and incrementally expand it per node as resource demand increases.
- This year, the departments continued its proactive approach to optimize the cybersecurity strategy in a much more holistic way through the following security enhancements:
  - **Email Phishing Campaigns:** The monthly phishing simulation program aims to provide employees with a safe, simulated environment where they can learn about what real phishing attempts look like to enhance the city's security training and awareness initiative.
  - **Miami Dade Cyber Range**
    - The IT team worked on scenarios that were designed to emulate a full-scale cyberattack.
    - Just as in real life, where attacks do not take place as compartmentalized exercises, the Cyber Range cyberattacks do not stop nor pause for trainees but rather continue to exploit and create greater havoc as each minute passes.
    - Attacks occur within a sophisticated network that includes multiple segments, servers, and operating systems while the Advanced Traffic Generator floods the network with routine traffic, making it more challenging for teams to identify malicious actors and content while trying to avoid false positives.
    - The City of Doral IT Department has taken part in several advanced cyber range training from the Cybersecurity Center of the Americas at Miami Dade College.

## Technology Infrastructure Projects

- **AV Projects:**
  - Completion of Council Chambers Cameras Upgrade
  - Started Doral Legacy Park Audio Visual refresh
- **Network:**
  - Upgrade of network hardware for City Hall, Police Department, and NAP
  - Implemented SSL decryption
  - Implemented network segmentation
- **Files Archiving:**
  - Upgrade of archiving system

## Parks Bond Projects

IT meets weekly with Parks and Recreation, AECOM, vendors, and associated contractors to discuss the technical requirements, design, purchase, and installation of all the technology infrastructure for the Parks Bond Projects, including the following:

- White Course Park
- Trails and Tails
- Doral Central Park

## Development Services Software

Continued to provide support for the existing EPL solution covering system enhancement, security, and troubleshooting.

## Disaster Recovery Cloud Service and Cloud Storage

Continue to enhance the disaster recovery and storage cloud solution to maintain high availability during emergency and scheduled maintenance events.

## Data Management

Centralized Reporting and Business Intelligence:

- Developed a new internal dashboard report for Public Affairs for events scheduling.
- Developed integration of body-worn camera auditing system.
- Developed a new internal dashboard for IT management for departmental monthly reports.
- Developed internal dashboard for Doral Police Department Real Time Operations Center COMPSTAT.

## Records Management

Continue to enhance the Enterprise Vault, a critical tool for improving the retention, accuracy, efficiency, and responsiveness of general government records and records management.

## Innovation Academy

The City of Doral Innovation Academy Pilot Program is designed to teach City employees a range of process improvement techniques that drive impactful change throughout the organization. The program draws on various industry best practices, guiding employees through structured problem-solving, root cause analysis, and data-driven decision-making. Across two cohorts, 36 employees across 9 departments have learned new skills prioritizing impact and a customer-first mindset.



Outcomes from the Pilot Program:

- 8 comprehensive process improvements initiated by City employees, revealing extensive detail about service delivery times, wasteful activities, and customer experience.
- 15+ initiated, measurable innovations with a projected impact of more than \$40,000 in the short term (within the next 30 days), with other substantive innovations planned for the mid / long term.
- Notable improvements to customer experience and reductions in error rates.

**INFORMATION TECHNOLOGY ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 2021-22</b>	<b>ACTUAL FY 2022-23</b>	<b>PROJECTED FY 2023-24</b>	<b>PROJECTED FY 2024-25</b>
Number of Network Users	439	410	518	593
Number of Metric Dashboards	32	36	44	48
Service Support Requests	2156	2300	2266	2350
Change Control Management	118	90	57	75
Audio Visual Event Support	700	750	729	810
City Facilities Network Support	14	14	13	14
Guest Wi-Fi In City and Park Facilities	13	15	14	15
Citywide-Security Cameras Views	380	620	684	1098
License Plate Reader Cameras	147	147	147	163
Intersection Video Streaming Cameras	67	67	67	70



## Information Technology Objectives for FY 2025

**Cybersecurity.** The Information Technology department is charged with protecting data and applications against external and internal threats. Facing unprecedented challenges, information security is now the departments number one priority and the top priority for governments across the nation. Advanced attacks are becoming more sophisticated and more common, testing the limits of existing capabilities. The IT Department will reroute network traffic through its existing infrastructure and data center for redundancy.

**Public Safety.** IT collaborates with the city's public safety leadership and command staff to implement advanced technologies and smart processes and solutions that are at the forefront of helping the city become smarter and safer, both today and in the future. IT is embracing the concept of a 'Safe City' through efforts and initiatives that provide security, keep citizens safe from a range of risks, including emergencies, natural disasters, and crime, while helping to smooth operations and positively impact the quality of life in the city. The IT Department intends to install license plate readers at additional intersections in coordination with the Police Department to achieve higher visibility.

**Business Continuity.** IT is a key component of the City's emergency management and operation plans. By improving and strengthening business continuity plans and practices, the department continues to ensure resilience, security, quality assurance and high availability of technology services and communications during emergency events and normal operations.

**Workforce.** The IT Department is looking to fill all open positions in the department within six months to achieve 100% workforce capacity. The goal is attainable by conducting a thorough review of workforce needs, job descriptions, and budgets. It will meet production goals, reduce employee workload, increase job satisfaction, and reduce turnover.

**Conference Room AV Upgrade.** To improve the quality of service and collaboration, the IT Department will continue the upgrade of audiovisual systems for citywide conference rooms, with progress tracked by completion in each room. The goal is feasible with adequate resources and a clear plan. It will enhance the quality and efficiency of meetings, by replacing outdated technology with the latest conference room technology.

**Smart Government.** Ensuring that all city technology projects align with the smart government guidelines for sustainability and resiliency by the end of the year by working with departments and stakeholders involved in city projects to evaluate system requirements and regularly assess project milestones. This will allow the city to promote sustainable and efficient development to enhance the quality of life.

**Communication.** One of the IT Department's strategic focus areas is to build better communication channels and teamwork with all city departments and to facilitate citizen engagement. The department's IT governance structure provides the ability to obtain strategic planning meetings with each department to identify priorities, to focus efforts on resolving the most important issues for the greater benefit of the organization and the citizens, and to maximize cost-effectiveness and return on investment. Together with the departments, IT plans smarter and delivers results on time, within budget and aligned with the scope.

**Parks Bond Projects.** The department continues working with the City Manager's office, the CIP Division, and other consultants to provide technology infrastructure for new Parks Bond Projects. The IT department works with the City's consultants to analyze technology requirements and associated costs to implement and test the technology infrastructure that helps deliver services and communications to the stakeholders.

**Innovation.** Continue innovation academy cohorts to train more employees in process improvement techniques, structured problem-solving, root cause analysis, and data-driven decision-making.

**Elevating Customer Service.** The IT department's strategic approach is to focus on improving customer responsiveness, efficiency, and overall customer experience by utilizing streamlined processes, training and development, and collaboration across departments.

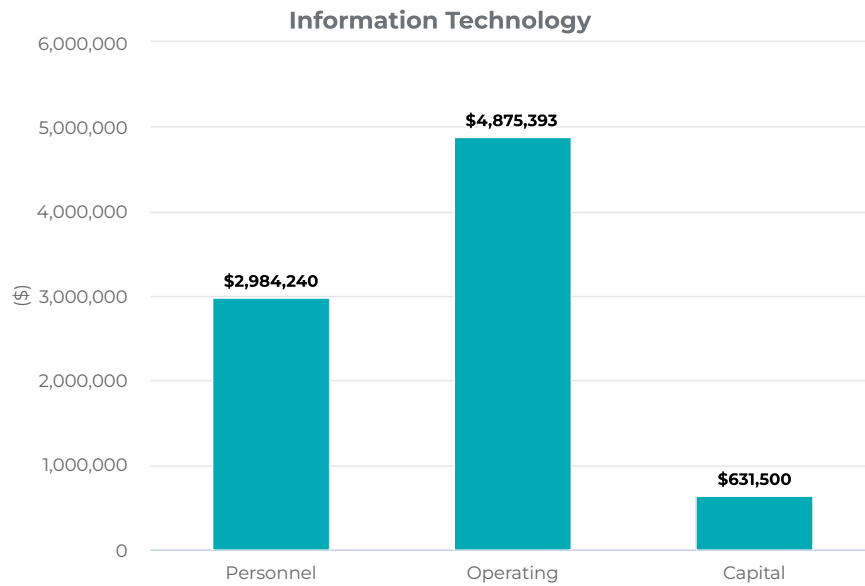
**External Partnerships and Collaboration.** The IT department continues seeking, developing, and leveraging strategic partnerships with professional organizations in academia, government, and industry. These partnerships augment the department's skillset and research capabilities, open new opportunities for learning and communication, and add value and capacity for projects and initiatives. These partnerships are key to the execution of the strategic plan.

### INFORMATION TECHNOLOGY STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2024-25	ASSOCIATED COST
Capital Area: New and Replacement Initiatives for City Operations	Infrastructure Upgrades: This initiative includes the enhancement of reliability, availability and integrity of the existing network infrastructure that supports data, servers, and telephone communications, plus the license plate readers infrastructure.	\$ 311,500
<b>TOTAL</b>		<b>\$ 311,500</b>



## Information Technology Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** - This account has increased from FY 23-24 to cover upcoming IT audits and policy reviews.
- **410 Communication & Freight** - This account has increased from FY 23-24 due to higher service costs and increased usage.
- **440 Rentals and Leases** - This account has increased from FY 23-24 due to the addition of a new facility, which requires extra rental equipment.
- **460 Repair & Maintenance - Office Equipment** – This account has increased from FY 23-24 due to annual maintenance increases and system migrations from on-premises to hosts for systems utilized by citywide departments.
- **464 Repair & Maintenance - Office Equipment - Other** – This account has increased from FY 23-24 due to annual maintenance increases for systems utilized by citywide departments.
- **520 Operating Supplies** - This account has increased from FY 23-24 due to a rise in technology requests from citywide departments to accommodate the opening of a new facility.
- **540 Dues / Subscriptions / Membership** - This account has increased from FY 23-24 due to new subscriptions and certifications, a growing demand for emerging technologies, and staff training.
- **652 Capital Outlay - Other** - This account has increased from FY 23-24 due to an initiative to enhance the city's security posture and end-of-life equipment replacement.





# Information Technology Department Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	IT Director	1	0	0	1	0	\$ -
	Innovation & Technology Director <sup>3</sup>	0	0	0	0	1	\$ 171,678
	Chief Information Officer	0	1	1	0	0	\$ -
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 171,678</b>
500.120 - Full Time Salaries							
	Assistant IT Director	1	1	1	1	1	\$ 128,917
	IT Specialist	1	1	1	1	1	\$ 79,065
	Service Award 15 yr						\$ 5,930
	Senior Network Analyst	1	0	0	0	0	\$ -
	Senior Network Architect	0	1	1	1	1	\$ 106,898
	Senior Systems Analyst	1	1	1	1	1	\$ 110,419
	Senior Software Developer	1	1	1	1	1	\$ 81,441
	Application Services Manager <sup>4</sup>	0	0	0	0	1	\$ 135,144
	Technology Project Manager	1	1	1	1	1	\$ 98,271
	IT Technician	1	1	1	1	1	\$ 59,610
	IT Technician(Public Safety)	1	1	1	1	1	\$ 69,579
	AV Systems Technician	1	1	1	1	2	\$ 116,274
	AV Systems Analyst	1	1	1	0	0	\$ -
	AV Program Manager	0	0	0	1	1	\$ 113,401
	Help Desk Supervisor	1	1	1	0	0	\$ -
	Technical Support Manager	0	0	0	1	1	\$ 86,612
	DBA Developer	1	0	0	0	0	\$ -
	Data Integration Engineer	0	1	1	1	1	\$ 113,878
	IT Security Manager	1	1	1	1	1	\$ 111,566
	GIS Developer	1	1	1	1	1	\$ 95,712
	Intersection Technology Systems Analyst	1	1	1	1	1	\$ 102,517
	Help Desk Specialist	0	0	0	1	1	\$ 55,129
	System Analyst <sup>1</sup>	1	2	2	2	1	\$ 83,712
	Network Administrator	0	0	1	1	1	\$ 114,459
	Service Award 10 yr						\$ 3,815
	IT Security Analyst <sup>2</sup>	0	0	0	0	1	\$ 80,902
	<b>Full Time Salaries Total</b>	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>	<b>21</b>	<b>\$ 1,953,251</b>
500.130 - Other Salaries							
	Help Desk Specialist	0	0	1	0	0	\$ -
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>17</b>	<b>18</b>	<b>20</b>	<b>20</b>	<b>22</b>	<b>\$ 2,124,929</b>

<sup>1</sup> FY 2024-25 RECLASSIFIED - System Analyst to Senior Software Developer

<sup>2</sup> FY 2024-25 RECLASSIFIED - Public Safety Technology Manager to IT Security Analyst

<sup>3</sup> FY 2024-25 TITLE CHANGE - Information Technology Director to Innovation & Technology Director

<sup>4</sup> FY 2024-25 RECLASSIFIED - Senior Software Developer to Application Services Manager



	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	180,929	114,349	161,823	161,823	77,166	161,823	171,624	171,678
500120 - FULL TIME SALARIES	1,190,435	1,332,967	1,576,800	1,576,800	1,437,603	1,576,800	1,934,248	1,914,187
500125 - COMPENSATED ABSENCES	9,466	39,893	62,315	62,315	9,435	62,315	75,461	74,741
500130 - OTHER SALARIES	0	2,249	0	0	0	0	0	0
500140 - OVERTIME	12,573	10,291	7,000	7,000	8,813	7,000	7,000	7,000
500210 - FICA & MICA TAXES	100,406	107,155	138,622	138,622	111,876	138,622	167,706	166,124
500220 - RETIREMENT CONTRIBUTION	160,559	171,602	207,386	207,386	182,352	207,386	251,133	248,743
500230 - LIFE & HEALTH INSURANCE	263,499	321,922	378,332	378,332	331,902	378,332	401,963	401,767
<b>PERSONNEL Total</b>	<b>1,917,867</b>	<b>2,100,428</b>	<b>2,532,278</b>	<b>2,532,278</b>	<b>2,159,147</b>	<b>2,532,278</b>	<b>3,009,135</b>	<b>2,984,240</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	78,933	54,172	103,900	103,900	46,939	103,900	164,900	164,900
500400 - TRAVEL & PER DIEM	7,515	9,909	14,520	14,520	4,522	14,520	14,520	14,520
500410 - COMMUNICATION & FREIGHT	800,339	841,392	1,018,975	1,018,975	832,228	1,018,975	1,066,675	1,066,675
500440 - RENTALS & LEASES	93,267	87,571	79,138	79,138	68,377	79,138	102,640	102,640
500460 - REPAIR & MAINT - OFFICE EQUIP	1,376,072	1,685,162	1,930,049	1,930,049	1,575,034	1,930,049	2,119,437	2,119,437
500464 - REPAIR & MAINT-OFF. EQUIP. OTH	646,058	276,635	989,495	989,645	836,140	989,645	1,015,632	1,015,632
500510 - OFFICE SUPPLIES	1,878	363	1,900	1,900	1,712	1,900	1,900	1,900
500520 - OPERATING SUPPLIES	480,132	240,846	205,209	205,209	163,497	205,209	338,150	318,150
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	61,109	17,423	29,049	29,049	19,819	29,049	41,539	71,539
<b>OPERATING Total</b>	<b>3,545,303</b>	<b>3,213,473</b>	<b>4,372,235</b>	<b>4,372,385</b>	<b>3,548,267</b>	<b>4,372,385</b>	<b>4,865,393</b>	<b>4,875,393</b>
<b>CAPITAL</b>								
500640 - CAPITAL OUTLAY - OFFICE	134,567	178,724	141,700	141,700	78,694	141,700	311,500	311,500
500641 - CAPITAL OUTLAY - VEHICLES	0	0	23,200	23,200	0	23,200	5,000	5,000
500652 - CAPITAL OUTLAY-OTHER	177,307	95,562	648,816	965,512	229,959	965,512	295,000	315,000
500680 - CAP.OUTLAY-INTANGIBLE ASSETS	0	1,850,706	0	0	0	0	0	0
<b>CAPITAL Total</b>	<b>311,874</b>	<b>2,124,992</b>	<b>813,716</b>	<b>1,130,412</b>	<b>308,653</b>	<b>1,130,412</b>	<b>611,500</b>	<b>631,500</b>
<b>Grand Total</b>	<b>5,775,044</b>	<b>7,438,893</b>	<b>7,718,229</b>	<b>8,035,075</b>	<b>6,016,068</b>	<b>8,035,075</b>	<b>8,486,028</b>	<b>8,491,133</b>



## Office of the City Attorney

The City Attorney is a Charter official appointed by the City Council to serve as the chief legal advisor to the City Council, the City Manager, and all City departments, offices, and agencies. The City Attorney provides legal advice in the following areas: labor and personnel matters, real estate and real estate related matters, land use and zoning, legislation and related matters, Code Compliance, all Police matters, construction and construction related issues, sunshine laws, public records laws, conflict of interest issues and other ethical issues, the preparation and/or review of all contracts, all litigation including forfeitures, employment matters, eminent domain, and tort liability.

The City Attorney is responsible for hiring all outside counsel. Outside counsel is utilized on a limited basis. The City Attorney handles and advocates the City's position in any potential litigation and supervises litigation and other legal matters that may be referred to outside counsel.

The City Attorney attends all regular and special City Council meetings, Planning, and board meetings. Attends other meetings as required by the Council, prepares/reviews ordinances and resolutions, reviews and drafts contracts and monitors County and State legislation as it affects the City.

The City Attorney is an outside firm, which is contracted by the City for a flat fee to handle all City Legal issues.

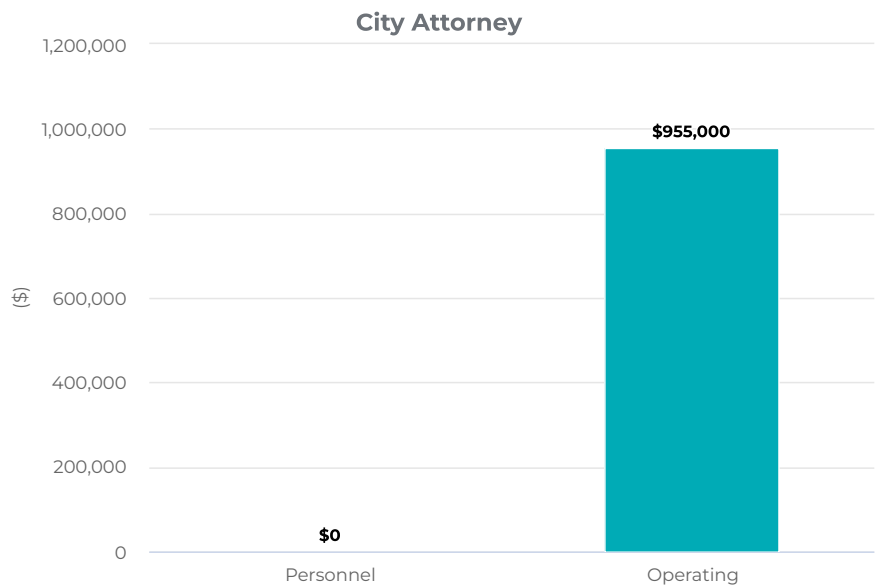
## Office of the City Attorney Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Provide the City Council and City staff with legal advice and support on all necessary legal matters affecting the City.
- Prepare and/or review resolutions, ordinances, and contracts.
- As directed, represent the City at local, regional, state, or federal legislative sessions, meetings, hearings, or conferences.
- To handle legal matters concerning the City in accordance with the law and in a timely and efficient manner.
- The City Attorney's Office strives to provide the highest-quality legal services to City officials and administration in a timely manner and zealously represent the City's interests and positions in negotiations and litigation.



Office of the City Attorney Budget Highlights



- 311 Professional Services - City Attorney – This account decreased, as it reflects the new city attorney firm contract.

Office of the City Attorney Authorized Positions

ACCOUNT	POSITION	BUDGET	BUDGET	AMENDED*	BUDGET	ADOPTED	TOTAL COST
		FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2024-25
500.111 - Administrative Salaries	City Attorney	1	1	0	0	0	\$ -
	Administrative Salaries Total	1	1	0	0	0	\$ -
500.120 - Full Time Salaries	Legal Office Manager	1	1	0	0	0	\$ -
	Full Time Salaries Total	1	1	0	0	0	\$ -
Total		2	2	0	0	0	\$ -



## 00130005 - OFFICE OF THE CITY ATTORNEY

	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
	FY 2021-22	FY 2022-23	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	223,614	82,216	0	0	0	0	0	0
500120 - FULL TIME SALARIES	87,108	31,306	0	0	0	0	0	0
500125 - COMPENSATED ABSENCES	46,246	180,649	0	0	0	0	0	0
500210 - FICA & MICA TAXES	20,389	17,278	0	0	0	0	0	0
500220 - RETIREMENT CONTRIBUTION	75,968	57,017	0	0	0	0	0	0
500230 - LIFE & HEALTH INSURANCE	59,796	41,820	0	0	0	0	0	0
<b>PERSONNEL Total</b>	<b>513,121</b>	<b>410,285</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>OPERATING</b>								
500311 - PROFESSIONAL SERV-CITY ATTN	0	322,094	480,000	480,000	443,731	480,000	320,000	480,000
500312 - PROFESSIONAL SERV-ATTNY OTH	193,892	213,567	275,000	275,000	174,813	275,000	275,000	275,000
500316 - LITIGATION CONTINGENCY	0	0	200,000	200,000	0	200,000	200,000	200,000
500340 - CONTRACTUAL SERVICES - OTHER	2,000	193	0	0	0	0	0	0
500400 - TRAVEL & PER DIEM	6,000	2,500	0	0	0	0	0	0
500410 - COMMUNICATION & FREIGHT	3,000	1,250	0	0	0	0	0	0
500510 - OFFICE SUPPLIES	401	0	0	0	0	0	0	0
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	2,759	2,023	0	0	0	0	0	0
<b>OPERATING Total</b>	<b>208,052</b>	<b>541,627</b>	<b>955,000</b>	<b>955,000</b>	<b>618,544</b>	<b>955,000</b>	<b>795,000</b>	<b>955,000</b>
<b>Grand Total</b>	<b>721,173</b>	<b>951,912</b>	<b>955,000</b>	<b>955,000</b>	<b>618,544</b>	<b>955,000</b>	<b>795,000</b>	<b>955,000</b>



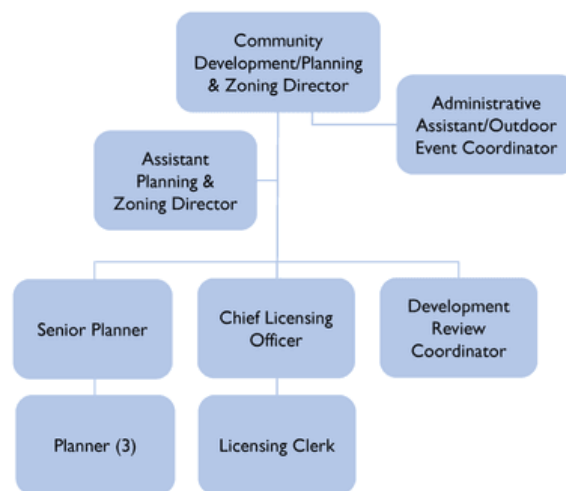
## Planning & Zoning Department

The functions of the Planning and Zoning Department are carried out by a team of highly skilled professionals in planning and zoning and business licensing.

The Planning and Zoning Department's mission is to ensure the orderly growth and sustainability of the city and its neighborhoods. The Department is responsible for the implementation of the City's Comprehensive Plan and Land Development Code to ensure that development projects align with the City's design standards and sustainable development policies. The Department also participates in the review of tentative and final plat applications, land use and zoning text amendments, variances, conditional use, building permits, site plan, sign plans, and special event permits consistent with Florida Statutes 163, and the City of Doral Land Development Code. In addition to performing the daily line-planning functions, the Department is tasked with preparing planning documents and policy reports to further the Comprehensive Plan goals, objectives, and policies. This effort includes, but is not limited to, Citywide Brownfield Program, Doral Boulevard Corridor Study Update, Comprehensive Plan Update, Low Impact Development Master Plan, Housing Master Plan, Adaptive Reuse Study Area Action Plan, implementation of the Floodplain Management Ordinance, Arts-In-Public Places, and Annexation Reports.

The Business Licensing Division's mission is to assist the existing and new-to-market businesses with their inquiries regarding the City of Doral business licensing requirements (Business Tax Receipt and Certificate of Use). It ensures that businesses operating in the City of Doral are properly licensed to conduct business in the city consistent with the land development code and Florida Statutes 205 requirements. This effort includes the review and approval of all licensing applications needed to legally operate in the City of Doral. In addition to performing the daily licensing functions, the Division is responsible for reviewing and approving disclosure of findings reports for foreclosed properties and issuing Certificate of Use. Furthermore, the Division verifies addresses (address change, unit/address creation, legalized work/address/unit, etc.), outdoor dining permits, permitted uses (requested business use is permitted in a specific location/zone), and any other requested functions.

### Organizational Chart



## Planning & Zoning Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals:

- Reviewed proposed legislation related to growth management, floodplain management, and housing.
- Updated Chapter 68 "Land Uses and Zoning Districts" to create Article VIII to be entitled "Live Local Act" to establish development standards and procedures for Multi-Family and Mixed-Use qualifying Developments authorized by Chapter 2023-17 Laws of Florida in the City's Commercial and Industrial Zoning Districts.
- Prepared the City's population projection for the Strategic Planning Session
- Analyzed and presented approximately 54 applications to the City Council.
- Reviewed four (4) Master Development Agreements (MDA).
- Updated Chapter 80 "Sign Regulations", to create media and public service board wall signs.
- Updated Section 53-184(e)(1) "Zoning Workshop" of the Land Development Code to provide for a revised time frame within which zoning workshops can be scheduled.
- Updated Section 74-170 "Tobacco/vape dealers" to include hemp and CBD dealers for the purposes of location/distance restrictions and to include moveable places of businesses.
- Created Chapter 34, Alcohol Regulations, Article I, "Alcoholic Beverages", to revise the municipal alcoholic beverage regulations.
- Completed the 2023 update to Capital Improvement Element.
- Processed one public art program application.
- Monitored approximately 7700 businesses for Business Tax Receipts.
- Communicated monthly with delinquent licensing accounts for compliance. Between April 2024 and July 2024, the delinquent accounts were reduced from 428 to 25.
- Implementation of the "Live Work Act" approved in 2023 by the Florida Legislator via SB102.
- Implementation of the "Live Local Act of 2024" known as the "Enhancement Bill" approved by the Florida Legislator via SB328.

### PLANNING & ZONING DEPARTMENT ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Building Permit Reviews*	3,149	2,950	2,360	2,776
Zoning Inspections	1,086	1,635	1,308	1,538
Zoning Items Presented to City Council	86	53	53	60
Local Business Tax Receipts and Certificates of use Issued (Active Licenses)	7,316	7,891	8,000	8,300

\* Permits Reviewed include Zoning Reviews for Building Permits in addition to Zoning only Permit Reviews.





## Planning & Zoning Objectives for FY 2025

- Continue to review and interpret proposed growth management legislation.
- Continue to update sections of the Land Development Code in a coordinated manner.
- Update Chapter 80, "Sign Regulations" of the Land Development Code.
- Update Chapters 20 and 71, "Landscaping and Buffers" of the Land Development Code.
- Update Urban Design Standards in the Land Development Code.
- Update to the Comprehensive Master Plan, as required by Florida Statutes.
- Update to the Water Supply Plan.
- Revise the Doral Boulevard Master Plan and implement modifications to the Land Development Code.
- Engage with Urban3 consultant to model existing land uses and taxable value to provide information on redevelopment opportunities.
- Evaluate the zoning inspection process for new business tax receipts to ensure compliance with the zoning code.
- Engage with business owners via monthly email communications as to status of any pending licensing renewal fees to achieve compliance.

### PLANNING & ZONING DEPARTMENT STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	FY 2024-25 ADOPTED
Customer Service	Enhance the planning department staff technical knowledge by funding in-house training, continue education programs, and active participation in professional organizations.
	Reduce the customer inquiries response time established by the Planning and Zoning Department by at least 10% annually for the next five (5) years.
	Design and implement a customer service survey to improve the business practices and services provided to our customers.
	Continue to collaborate with in-house departments and Miami-Dade County to improve the waiting time to complete the Certificate of Use (CU) and Business Tax Receipt (BTR) process.
	Develop best management practices (BMPs) to review the CU and BTR in a time-sensitive manner.
	Review on an annual basis all the Planning and Zoning Department forms and guidelines available in the City of Doral website.
Organizational Efficiency and Effectiveness	Continue to work with IT Department to automate the Planning and Zoning, Business Development and Licensing process to enhance the department's organizational efficiency.
	Adopt BMPs to review and process documents including site plans in accordance with established department performance measures.
	Collaborate with IT to identify need technology and programs to improve the Department's GIS capabilities.
	Review annually the Comprehensive Plan's Goals, Objectives, and Policies as well as the Land Development Code to ensure consistency with new laws or developments having significant impacts on the existing density and intensity requirements adopted in the City's Comprehensive Plan.
Quality of Life & Quality of Development	Collaborate with the Public Works Department to identify potential economic development or infrastructure investment grant opportunities to address the drainage issues in the Doral Décor District and other locations in the City with high priority infrastructure needs.
	Collaborate with the Public Works and Parks and Recreation Departments to prepare the Capital Improvement Element Annual Update in-house.
	Begin work on Phase II of the Doral Boulevard Master Plan in collaboration with participating department and the consultant
	Complete Comprehensive Plan Update in accordance with Florida Department of Commerce Mandate deadline of June 2025
	Water Supply Plan Update
	Retain Professional Planning Consultant as needed



## Planning & Zoning Budget Highlights



- **110 – 230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** – This account decreased due to the Capital Improvement Element update being handled in house.
- **470 Printing & Binding** – This account increased due to the amount of printing services increasing.
- **482 Promotional Activities** – This account decreased due to the Other Current Charges account being created in order to correctly reflect where certain events should be budgeted.
- **490 Other Current Charges** – This account was created in order to account for certain events that were budgeted out of the Promotional Activities account in prior years.

## Planning & Zoning Department Authorized Positions

ACCOUNT	POSITION	AMENDED* FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	AMENDED* FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	Planning & Zoning Director	1	1	1	0	0	\$ -
	Community Development/Planning & Zoning Director	0	0	0	1	1	\$ 144,600
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 144,600</b>
500.120 - Full Time Salaries							
	Assistant Planning & Zoning Director	1	1	1	1	1	\$ 116,851
	Economic Developer <sup>1</sup>	1	1	1	1	0	\$ -
	Admin. Assistant II/ Outdoor Events Coord.	1	1	1	1	1	\$ 68,720
	Chief Licensing Officer	1	1	1	1	1	\$ 88,992
	Senior Planner	1	1	1	1	1	\$ 110,975
	Planner	3	3	3	3	3	\$ 252,330
	Licensing Clerk	1	1	1	1	1	\$ 44,710
	Development Review Coordinator	1	1	1	1	1	\$ 68,141
	Service Award 5 yr						\$ 568
	Business Outreach Coordinator <sup>1</sup>	0	1	1	1	0	\$ -
	<b>Full Time Salaries Total</b>	<b>10</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>9</b>	<b>\$ 751,287</b>
	<b>Total</b>	<b>11</b>	<b>12</b>	<b>12</b>	<b>12</b>	<b>10</b>	<b>\$ 895,887</b>

\* AMENDED FY 2023-24 - This column reflects any mid-year change to budgeted positions

<sup>1</sup> FY 2024-25 - Economic Developer & Business Outreach Coordinator moved to the reinstated Economic Development Division



## 0014000 - PLANNING &amp; ZONING

	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
	FY 2021-22	FY 2022-23	BUDGET	BUDGET	ACTUALS	ESTIMATE	FY 2024-25	FY 2024-25
			FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24		
<b>0014000 - PLANNING &amp; ZONING REVENUE</b>								
321100 - LOCAL BUSINESS LICENSE TAX	794,579	1,659,141	1,200,000	1,200,000	1,757,141	1,200,000	1,200,000	1,200,000
329300 - ZONING HEARING FEES	349,722	41,442	30,000	30,000	123,539	100,000	50,000	50,000
329400 - ZONING PLAN REVIEW FEES	82,982	78,450	55,000	55,000	82,530	55,000	55,000	55,000
329401 - ZONING PERMIT REVIEW FEES	123,925	79,580	60,000	60,000	88,841	60,000	60,000	60,000
338100 - COUNTY BUSINESS TAX RECIEPTS	86,381	115,402	89,000	89,000	83,084	89,000	89,000	89,000
362200 - BILLBOARD REDUCTION PROGRAM	300,000	0	64,000	64,000	150,000	150,000	64,000	64,000
<b>0014000 - PLANNING &amp; ZONING REVENUE Total</b>	<b>1,737,589</b>	<b>1,974,015</b>	<b>1,498,000</b>	<b>1,498,000</b>	<b>2,285,136</b>	<b>1,654,000</b>	<b>1,518,000</b>	<b>1,518,000</b>
<b>Grand Total</b>	<b>1,737,589</b>	<b>1,974,015</b>	<b>1,498,000</b>	<b>1,498,000</b>	<b>2,285,136</b>	<b>1,654,000</b>	<b>1,518,000</b>	<b>1,518,000</b>



	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
	FY 2021-22	FY 2022-23	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
			FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	129,054	116,483	177,987	133,490	91,922	177,987	192,739	144,600
500120 - FULL TIME SALARIES	640,218	720,399	820,600	758,346	685,016	820,600	735,605	736,261
500125 - COMPENSATED ABSENCES	20,880	22,895	35,899	32,048	10,922	35,899	33,664	31,848
500140 - OVERTIME	455	0	500	500	0	500	500	500
500210 - FICA & MICA TAXES	58,214	63,035	79,714	71,061	57,051	79,714	74,203	70,211
500220 - RETIREMENT CONTRIBUTION	91,553	94,328	118,845	106,035	92,503	118,845	111,335	105,289
500230 - LIFE & HEALTH INSURANCE	177,933	223,608	201,522	179,271	185,636	201,522	179,698	172,502
<b>PERSONNEL Total</b>	<b>1,118,308</b>	<b>1,240,747</b>	<b>1,435,067</b>	<b>1,280,751</b>	<b>1,123,049</b>	<b>1,435,067</b>	<b>1,327,744</b>	<b>1,261,211</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	59,883	109,702	78,000	327,288	130,069	181,288	643,500	643,500
500400 - TRAVEL & PER DIEM	7,236	10,377	13,200	10,450	6,996	13,200	20,000	20,000
500410 - COMMUNICATION & FREIGHT	3,600	3,400	4,200	3,350	2,900	4,200	2,400	2,400
500470 - PRINTING & BINDING	1,562	1,324	7,750	4,650	1,308	7,750	4,750	4,750
500482 - PROMOTIONAL ACTIVITIES ECO DEV	38,334	45,564	35,000	15,000	12,810	35,000	0	0
500490 - OTHER CURRENT CHARGES	0	0	25,000	25,000	6,865	25,000	0	0
500510 - OFFICE SUPPLIES	2,725	2,186	6,000	8,100	2,663	6,000	6,000	6,000
500520 - OPERATING SUPPLIES	1,960	2,459	3,400	3,400	742	3,400	3,400	3,400
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	4,059	3,770	6,880	7,170	6,637	6,880	10,000	10,000
<b>OPERATING Total</b>	<b>119,360</b>	<b>178,783</b>	<b>179,430</b>	<b>404,408</b>	<b>170,990</b>	<b>282,718</b>	<b>690,050</b>	<b>690,050</b>
<b>CAPITAL</b>								
500641 - CAPITAL OUTLAY - VEHICLES	0	0	0	0	0	0	29,000	29,000
<b>CAPITAL Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>29,000</b>	<b>29,000</b>
<b>Grand Total</b>	<b>1,237,668</b>	<b>1,419,531</b>	<b>1,614,497</b>	<b>1,685,159</b>	<b>1,294,039</b>	<b>1,717,785</b>	<b>2,046,794</b>	<b>1,980,261</b>

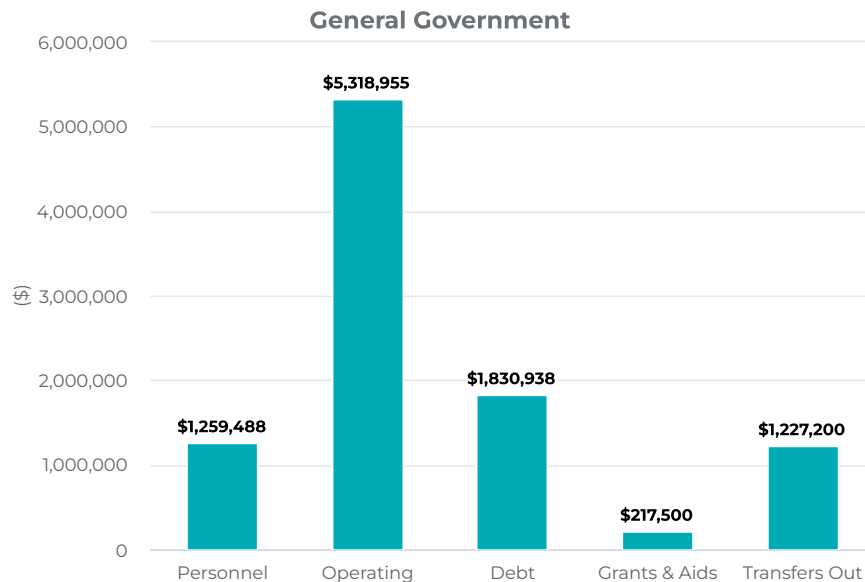


## General Government

This classification of the City's Budget covers a variety of items of a general nature which are not applicable to any one specific department. Other items such as:

- Operating transfers out refer to funds that are transferred from the General Fund Budget to other funds.
- Debt Service encompasses payments of principal and/or interest of the City's obligations.

### General Government Budget Highlights



- **122 Non-Recurring Performance Awards** – This account is associated with the performance program implemented through the City's Employee Manual.
- **310 Professional Services** - The increase in this account is primarily attributed to Investment Services & Retirement Plans Consultant.
- **450 Insurance** – The increase in the account is attributable to an increase in insurance coverages.
- **710-720 Debt - Principal & Interest** – The change in funding request is associated with the loan amortization schedules.
- **910-922 Operating Transfers** – The budget includes transfers to the Capital Improvement Fund, the Capital Asset Reserve Fund, the Other Post-Employment Benefits (OPEB) fund, and the Vehicle Replacement Fund.



## 0015000 - GENERAL GOVERNMENT

	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>0015000 - GENERAL GOVERNMENT REVENUE</b>								
311100 - AD VALOREM TAXES - CURRENT	26,314,166	24,748,542	29,930,182	29,930,182	29,937,988	29,930,182	32,942,854	32,942,854
311200 - AD VALOREM TAXES-DELINQUENT	637,242	2,374,617	600,000	600,000	253,389	600,000	600,000	600,000
313100 - FRANCHISE FEES - ELECTRICITY	8,025,506	9,481,089	7,200,000	7,200,000	5,904,966	7,200,000	8,000,000	8,000,000
314100 - UTILITY TAXES - ELECTRICITY	9,605,103	12,762,588	9,500,000	9,500,000	7,908,860	9,500,000	10,000,000	10,000,000
314200 - COMMUNICATION SERVICES TAX	3,768,231	4,139,355	3,929,927	3,929,927	3,556,322	3,929,927	4,263,536	4,263,536
314300 - UTILITY TAXES - WATER	1,402,263	1,617,140	1,350,000	1,350,000	1,428,294	1,350,000	1,400,000	1,400,000
314400 - UTILITY TAXES - GAS	214,798	223,636	200,000	200,000	518,158	200,000	210,000	210,000
335120 - STATE SHARING REVENUE	1,850,482	2,325,625	2,052,085	2,052,085	1,844,658	2,052,085	2,080,252	2,080,252
335150 - ALCOHOLIC BEVERAGE TAX	91,396	95,501	72,100	72,100	102,550	72,100	85,000	85,000
335180 - HALF CENT SALES TAX	7,212,008	8,612,518	7,543,526	7,543,526	7,102,420	7,543,526	7,885,369	7,885,369
361100 - INTEREST INCOME	855,888	2,238,059	750,000	750,000	3,169,516	750,000	1,500,000	1,500,000
362100 - LEASE AGREEMENT-DORAL PREP	12	12	12	12	12	12	12	12
367100 - CHANGE IN INVEST VALUE	3,946,306	295,752	0	0	1,828,744	0	0	0
369100 - MISCELLANEOUS INCOME	89,102	41,032	36,750	36,750	7,531	36,750	36,750	36,750
369200 - PRIOR YEARS RECOVERY	28,001	37,114	10,500	10,500	8,025	10,500	10,500	10,500
369900 - INSURANCE PROCEEDS	161,893	107,839	0	0	84,835	0	0	0
381200 - INTERNAL SERVICES TRANSFER IN	0	0	1,679,907	1,679,907	0	1,679,907	1,748,738	1,764,085
381201 - ARPA FUND TRANSFER IN	0	0	0	10,000,000	10,000,000	10,000,000	0	0
381202 - PARKING FUND TRANSFER IN	0	0	0	0	0	41,634	0	0
384100 - DEBT PROCEEDS	0	1,850,706	0	0	0	0	0	0
<b>0015000 - GENERAL GOVERNMENT REVENUE Total</b>	<b>56,309,784</b>	<b>70,951,126</b>	<b>64,854,989</b>	<b>74,854,989</b>	<b>73,656,266</b>	<b>74,896,623</b>	<b>70,763,011</b>	<b>70,778,358</b>





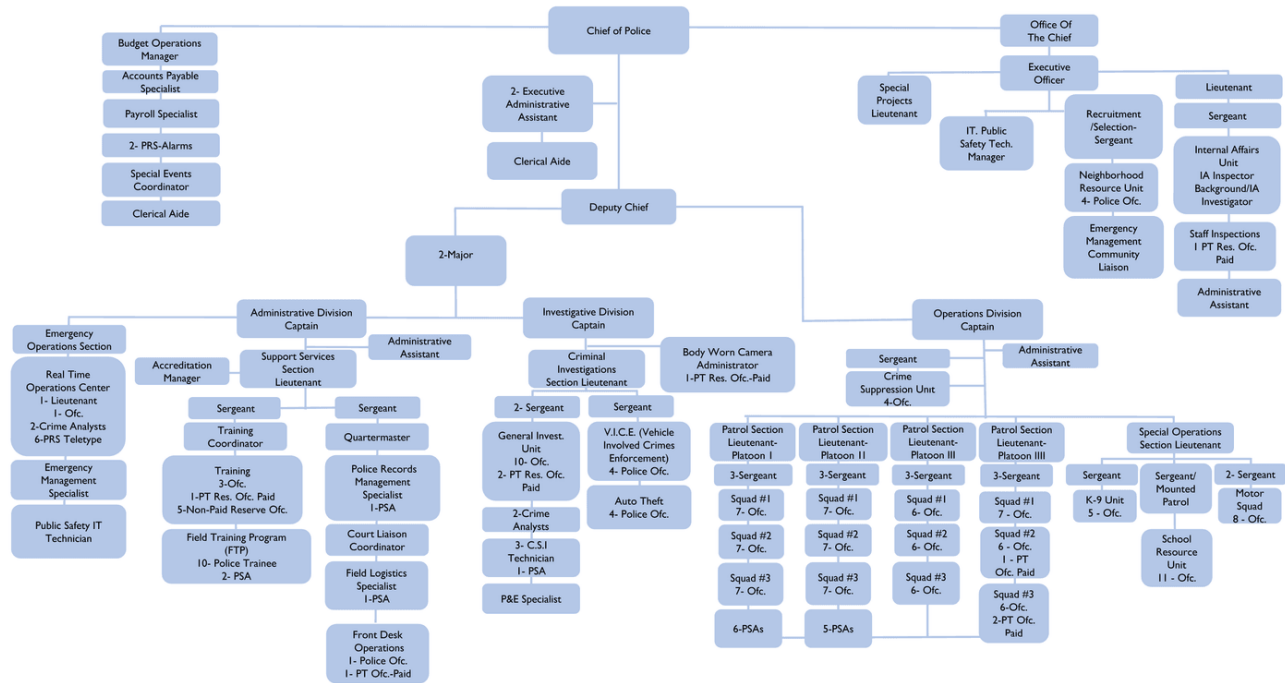
	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500122 - NON-RECURRING PERFORM. AWARD	124,239	46,826	181,049	181,049	18,180	181,049	250,000	250,000
500210 - FICA & MICA TAXES	0	0	13,850	13,850	0	13,850	19,125	19,125
500230 - LIFE & HEALTH INSURANCE	18,642	9,685	41,363	41,363	-36,620	41,363	41,363	41,363
500240 - WORKERS COMPENSATION	502,575	595,904	560,000	849,500	1,029,930	560,000	909,000	909,000
500250 - UNEMPLOYMENT COMPENSATION	3,150	721	40,000	40,000	1,572	40,000	40,000	40,000
<b>PERSONNEL Total</b>	<b>648,605</b>	<b>653,135</b>	<b>836,262</b>	<b>1,125,762</b>	<b>1,013,062</b>	<b>836,262</b>	<b>1,259,488</b>	<b>1,259,488</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	380,152	312,395	454,000	573,500	459,856	573,500	512,500	512,500
500340 - CONTRACTUAL SERVICES - OTHER	480,913	447,027	539,050	558,271	484,418	564,271	557,050	587,050
500400 - TRAVEL & PER DIEM	15,971	20,769	23,000	23,000	13,405	23,000	23,000	23,000
500410 - COMMUNICATION & FREIGHT	26,077	32,188	65,300	77,100	77,080	65,300	72,000	72,000
500430 - UTILITY SERVICES	133,049	190,624	213,350	213,350	164,614	213,350	218,000	218,000
500440 - RENTALS & LEASES	46,162	17,436	17,500	17,500	17,436	17,500	15,000	15,000
500450 - INSURANCE	1,135,550	1,121,227	1,384,299	1,655,615	2,112,241	1,384,299	1,956,842	1,956,842
500460 - REPAIR & MAINT - OFFICE EQUIP	4,399	5,603	5,200	5,200	0	5,200	0	0
500470 - PRINTING & BINDING	3,742	6,938	5,000	5,000	2,157	5,000	5,000	5,000
500490 - OTHER CURRENT CHARGES	89,071	111,485	111,000	111,000	88,762	111,000	111,000	341,000
500492 - CONTINGENT RESERVE	13,262	0	577,226	334,290	0	577,226	300,000	1,514,563
500498 - PROPERTY TAXES	0	20,189	19,000	19,000	9,579	19,000	19,000	19,000
500520 - OPERATING SUPPLIES	40,467	40,611	47,000	47,000	15,720	47,000	39,000	39,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	10,269	13,169	15,500	15,500	10,000	15,500	16,000	16,000
<b>OPERATING Total</b>	<b>2,379,083</b>	<b>2,339,660</b>	<b>3,476,425</b>	<b>3,655,326</b>	<b>3,455,268</b>	<b>3,621,146</b>	<b>3,844,392</b>	<b>5,318,955</b>
<b>DEBT SERVICE</b>								
500710 - DEBT SERVICE - PRINCIPAL	1,645,572	2,093,744	1,772,466	1,772,466	1,772,467	1,772,466	1,656,832	1,656,832
500720 - DEBT SERVICE - INTEREST	354,010	315,107	236,446	236,446	252,594	236,446	174,106	174,106
<b>DEBT SERVICE Total</b>	<b>1,999,582</b>	<b>2,408,852</b>	<b>2,008,912</b>	<b>2,008,912</b>	<b>2,025,060</b>	<b>2,008,912</b>	<b>1,830,938</b>	<b>1,830,938</b>
<b>GRANTS &amp; AIDS</b>								
500820 - GRANTS & AIDS	149,316	129,120	210,000	204,200	159,116	210,000	217,500	217,500
<b>GRANTS &amp; AIDS Total</b>	<b>149,316</b>	<b>129,120</b>	<b>210,000</b>	<b>204,200</b>	<b>159,116</b>	<b>210,000</b>	<b>217,500</b>	<b>217,500</b>
<b>OPERATING TRANSFERS</b>								
500912 - TRANSFER OUT-CAPITAL IMPRV FND	0	450,000	0	0	0	0	257,200	257,200
500914 - TRANSFER OUT - CAR FUND	500,000	0	500,000	500,000	500,000	500,000	420,000	420,000
500915 - TRANSFER OUT-OPEB LIABILITY	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
500917 - TRANSFER OUT-VEH. REP. FUND	200,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000
500920 - TRANSFER OUT- PENSION FUND	300,000	500,000	0	0	0	0	0	0
500921 - TRANSFER OUT- DEV. SERV. TECH.	5,622	0	0	0	0	0	0	0
500922 - TRANSFER OUT-BUILDING FUND	2,255,788	0	0	0	0	0	0	0
<b>OPERATING TRANSFERS Total</b>	<b>3,661,410</b>	<b>1,450,000</b>	<b>1,050,000</b>	<b>1,050,000</b>	<b>1,008,336</b>	<b>1,050,000</b>	<b>1,227,200</b>	<b>1,227,200</b>
<b>Grand Total</b>	<b>8,837,996</b>	<b>6,980,767</b>	<b>7,581,599</b>	<b>8,044,200</b>	<b>7,660,842</b>	<b>7,726,320</b>	<b>8,379,518</b>	<b>9,854,081</b>



# Police Department

The primary function of the Doral Police Department is the preservation of life, the protection of property, the detection and prevention of crime, and maintaining public order. The Department recognizes the best way of achieving these goals is through its commitment to community policing and the active participation of the community, interdependence with other City Departments, the proper staffing of Police personnel, and the efficient management of Police resources.

## Organizational Chart



# Police Accomplishments for FY 2024

The following summarizes the department's accomplishments and the current standing for prime initiatives in support of philosophies that promote progressive organizational goals. This section does not cover everything that needs to be accomplished within the department, but instead focuses on priority areas. The departmental mission remains steadfast to provide a safer community free from the fear of crime, to increase the public value of the Police Department and its officers through professional delivery of services, professional behaviors, and positive interactions.

## **Organizational Chart Restructuring**

The Police Department was able to thoroughly assess every section and, as a result, multiple areas were restructured. The Criminal Investigations Section was restructured into the General Investigations Unit (GIU), the Vehicle Involved Crimes Enforcement (VICE) Unit, and the addition of Crime Analysts to enhance the department's investigative capabilities. The Real Time Operations Center (RTOC) was merged with the Communications Center, IT, and the Emergency Management Center. This merger increased the department's effectiveness at disseminating critical information, enhanced the unit's deployment areas, and others were realigned to ensure both operational efficiency and the appropriate allocation of resources.

## **11.5 Hours Patrol Shifts**

A pilot program for an 11.5-hour patrol shift started on Monday, June 19<sup>th</sup>, 2023. This new schedule increased on-duty personnel throughout the day and night shifts. It allowed for total coverage for the three designated areas within the city jurisdiction. There was a decrease in crime of 12%, and there has been a reduction in police involved crashes since transitioning to the new schedule.

## **Hiring and Employee Retention**

It is imperative for the Doral Police Department (DPD) to fill new police officer positions. The DPD was able to hire 18 certified Police Officers, 9 Police Trainees, and 3 Public Service Aides. The Department's recruitment efforts are underway, and it is expected that the remaining 6 Police Trainee positions will be filled in order to send trainees to the police academy in August 2024. To remain competitive in attracting quality candidates, the recruitment unit continues to push the recruitment campaign via the Department's website and recruiting materials are updated by the Public Affairs Department, as needed. To increase community outreach in recruitment efforts, the Department maintains a cooperative relationship and coordinates events with the South Florida Work Force. In addition, the Department actively pursues the use of "Career Fairs" to interact with, and attract applicants who may not have previously considered a career in law enforcement.

## **Incident Containment Team**

The Doral Police Department has implemented a new policy to establish an Incident Containment Team (ICT). The concept allows the Department to provide the most effective and efficient law enforcement personnel to protect the community. ICT plays a vital role in this mandate as the members of this unit are spread throughout the department in various roles, enhancing capabilities and deployment effectiveness throughout all shifts. As such, this unit does not impact the staffing within the Patrol Section. The ICT is composed of trained sworn personnel, who have successfully completed an ICT course and have attended continuous training that includes quarterly and annual qualifications in firearms proficiency. The ICT also trains specialized tactics for emergency situations that may require an immediate response to prevent loss of life and the overall safety of the community. As part of the selection process, sworn personnel are required to have successfully completed a department-approved 40-hour ICT school.

## **Physical Agility Test (PAT)**

The Doral Police Department conducted a total of 19 physical agility tests throughout FY 2024. The physical agility test is an efficient tool in identifying candidates for the department.

## **V.I.C.E. Unit**

The Doral Police Department established the Vehicle Involved Crimes Enforcement (V.I.C.E.) Unit. This unit investigates crimes such as vehicle burglaries, auto thefts, hit and runs, and catalytic converter thefts. Additionally, this unit has been able to focus on auto body shops that are committing fraud, auto dealerships that are conducting illegal business, and tow truck investigations. Since the inception of this unit, 26 auto theft related arrests have been made, over 20 stolen vehicles have been recovered, and made multiple seizures of vehicles and U.S. currency. This unit was instrumental in the reduction of 26% of motor vehicle theft.

## **Class "C" Alternative Duty Uniforms**

The Police Department introduced a new Class "C" Alternative Duty Uniform option. This is the Department's alternative uniform of the day, and it will provide an option for the traditional Class A and Class B uniforms. This uniform may be worn for all authorized uniform assignments other than formal occasions. It offers officers and PSA's a comfortable option to wear during respective shifts.



### **Training**

Training has been and will continue to play an integral role in the effectiveness of a well-rounded law enforcement officer. The Department remains committed to ensuring that all sworn and non-sworn personnel receive continuous training to maintain state-mandated standards. The training section conducted various courses throughout the year, including a mandatory 16-hour mass casualty attack in which 100% of all sworn personnel participated. In addition, the training section conducted multiple CRASE trainings in numerous establishments, and conducted two Citizens Police Academies where residents had the opportunity to see first-hand some of the challenges and situations officers deal with on a daily basis.

### **Vehicle Redesign**

The vehicle redesign proposal was approved by all involved and a vendor was identified and approved via the procurement process. At this time, approximately 30 marked vehicles have been redesigned. The vendor is redesigning two police vehicles a day with the intent of completing the entire fleet by the end of the year.

### **Crime Rate**

The Police Department reports a significant decrease in overall crime in Doral of 12% for FY 2023 and is currently experiencing a crime reduction of 32% year-to-date, for FY 2024. This reduction in the overall crime rate can be attributed to the strong relationships and open lines of communication the Department has with residents and business owners, as well as, the proactive enforcement details that are conducted on a daily basis by both uniformed and plain-clothes officers.

### **School Safety and Security**

The safety and security of children is a top priority for the Doral Police Department. The Department is proud of the relationships it has established with teachers, administrators, and students throughout the schools in Doral. This year, DPD was able to safely and effectively staff all 13 schools assigned.

### **Chaplain Program Expansion**

The Police Chaplain Program policy has been thoroughly reviewed and new policies and procedures have been added to make the program more effective. The DPD currently has nine volunteer chaplains participating in the program. The DPD policy was changed to illustrate a two-year commitment agreement between volunteer chaplains and the police department. The DPD has experienced higher engagement by the volunteer chaplains than in previous years.

### **Merger of RTOC and Communications**

The Police Department merged the Real Time Operation Center (RTOC) with the Communications Center. This allows for 24-hour/7-days a week coverage by RTOC personnel and the Communications Operators. This merger provides the Department with more staff that is cross-trained on how to work in the RTOC, and in essence, transforms the RTOC into a fully functional center. The RTOC utilizes a system called FUSES, which collectively houses the camera systems such as: Genetec, License Plate Recognition (LPR), the Body Worn Camera (BWC) "Watch Me" capability. These systems in turn house all the city cameras to include city buildings and parks. Additionally, these systems house the cameras for those businesses and residents who have elected to register their cameras with the city's Connect Doral Program. Police I.T. personnel have been reassigned to the RTOC, and are now able to better assist with any technological issues that may arise.

### **Community Engagement Initiatives**

The Police Department has held several community events which promote healthy police-community relations. These events, such as basketball and softball tournaments, give the public an opportunity to support the Police Department and interact with personnel in a casual, relaxed environment. There are also popular events, such as 'Coffee with a Cop', 'Pizza with a Cop', which routinely leave the public with a positive perception of those in law enforcement. The DPD promoted over 35 police events, in which officers had the opportunity to interact with residents and business leaders. These events provide the Department with the ability to gauge the concerns of the community. These events allow the public to feel more comfortable sharing thoughts with staff and these discussions offer the Police Department invaluable insight into what the community cares about most.

As the Doral Police Department enters its 16<sup>th</sup> year of service to the community, the foundation of excellence continues to rest on its core value of customer service. The commitment to the department's community policing philosophy has created a firm and unbreakable bond between the Doral Police Department and the community it serves. As the City of Doral continues its growth, this department continues to prepare for a bright, industrious, and productive future. DPD will continue to expand and ensure that it is focused and ready to maintain the highest level of service and commitment to the City of Doral's residents and visitors.



**POLICE DEPARTMENT ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 2021-22</b>	<b>ACTUAL FY 2022-23</b>	<b>PROJECTED FY 2023-24</b>	<b>PROJECTED FY 2024-25</b>
<b>Administrative:</b>				
Internal Investigations Conducted	18	12	8	11
Vehicles Purchased	21	19	31	33
Motorcycles Purchased	12	0	0	13
<b>Communications:</b>				
Total Calls for Service	32,574	29,557	32,000	33,100
<b>Crime Analysis:</b>				
Total Violent Crimes	496	443	380	410
Total Non-Violent Crimes	2,522	2,467	2,230	2,040
Total Crime Offenses	3,018	2,910	2,610	2,450
<b>Patrol:</b>				
Total Arrests	1,158	1,358	1,161	1,250
Citations-Violations	37,378	34,315	30,000	32,000
<b>Criminal Investigation Division:</b>				
Total Cases Assigned	2,130	2,006	2,008	2,108
Total Cases Cleared	345	309	325	360
Total Arrests	339	255	305	315
Crime Scene Processed BY CSI ONLY	375	290	350	395



# Police Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments for this Department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

The departmental mission remains steadfast, to provide a safer community free from the fear of crime, to increase the public value of the Police Department and its officers through professional delivery of services, professional behaviors, and positive interactions.

## **Commission for Florida Law Enforcement Accreditation (CFA) Re-Accreditation**

The Doral Police Department (DPD) will begin the re-accreditation assessment with the intent of being completed by the end of the year. The DPD underwent the first CFA accreditation process on October 7, 2015. The DPD has been able to maintain its accreditation status for the last 9 years, and strives to maintain the accreditation status in future years to come.

## **Hiring and Employee Retention**

As the City of Doral continues to grow, so do the public safety needs of the vibrant and thriving community. The Police Department is committed to the continuation of hiring qualified, certified and non-certified candidates to fill the ranks of Police Officers as vacancies arise. Police Service Aides will also be hired as necessary as the position plays an integral role in the manner in which the Department delivers services, particularly responding to non-emergency calls and the investigation of traffic crashes. The recruitment team should use every available platform, such as social media, job fairs, university visits, etc., to increase community outreach in recruitment efforts.

## **Tactical Response Team**

The Doral Police Department has implemented a new policy to establish a Tactical Response Team (TRT). The concept allows the Police Department to provide the most effective and efficient law enforcement personnel to protect the community. The TRT is composed of highly tactically trained sworn personnel. This team will deploy from within the Patrol Section, enhancing police visibility, and assisting patrol units with day-to-day operations. In addition, the TRT will participate in continuous training that includes quarterly and annual qualifications in firearms proficiency and in specialized tactics for emergency situations that may require an immediate response to prevent loss of life and the overall safety of the community. This unit will enhance Field Operations. As part of the selection process, sworn personnel are required to have successfully completed one of the following department-approved tactical schools:

- Incident Containment Team (ICT) school
- Priority Response Team (PRT) School
- Robbery Intervention Detail (RID) School

## **Fraud Unit**

The Doral Police Department (DPD) will be establishing a new specialized fraud unit, which will assume all fraud investigations from the Miami-Dade Police Department. As part of the implementation, unit members attended specialized advanced fraud training as well as conducted on-the job training with detectives from the Miami-Dade Police Department Economic Crimes Unit.

## **Aggressive Driving Unit (ADU)**

The Doral Police Department (DPD) is implementing a new policy to establish an Aggressive Driving Unit (ADU). One of the biggest concerns facing the community is traffic, specifically aggressive drivers that place others at risk due to their driving patterns. After a careful analysis of the impact that this type of driver has on the city, the need for this unit was evident. Some of the duties and responsibilities of members of this unit will be to conduct traffic enforcement and surveillance of affected areas based on traffic analysis, and assist field operations with calls for service. This unit will be pivotal in addressing traffic concerns and will enhance patrol day-to-day operations during peak hours.

## **Training**

The Department remains committed to ensuring that the sworn and non-sworn personnel receive continuous training to maintain state-mandated standards. The training section aims to increase in-service and specialized high liability training for the upcoming year. Additionally, the training section will be conducting mandatory 16 hours of Mass Casualty Attack training for the entire department, along with mandatory CRASE training. The Department's training section will conduct two citizens' academies to ensure residents continue to get a better understanding and to see first-hand some of the challenges and situations officers encounter on a daily basis.

## **Vehicle Redesign**

The DPD is expecting to complete the redesign of the entire vehicle fleet by the end of this fiscal year. This new black and white wrapping will ensure that citizens can differentiate between a police vehicle and a non-sworn city vehicle.



### **Community Engagement Initiatives**

The Police Department has conducted numerous community events which promote healthy police-community relations. These events, such as basketball and softball tournaments, give the public an opportunity to support the Police Department and interact with personnel in a casual, relaxed environment. There are also popular events, such as 'Coffee with a Cop', 'Pizza with a Cop', "Fishing with a Cop" which routinely leave the public with a positive perception of those in law enforcement. Residents and business leaders alike can ask officers questions they may have regarding the profession. Officers in turn can also gauge concerns of the community of what the Department should focus on. These events allow the public to feel more comfortable sharing thoughts with staff and the discussions that take place offer the Police Department invaluable insight into what the community cares about most.

The Doral Police Department continues to strive to maintain a high level of service and commitment to the City of Doral's residents and visitors. The department's commitment to the community policing philosophy has created a firm and unbreakable bond between the Doral Police Department and the community it serves.

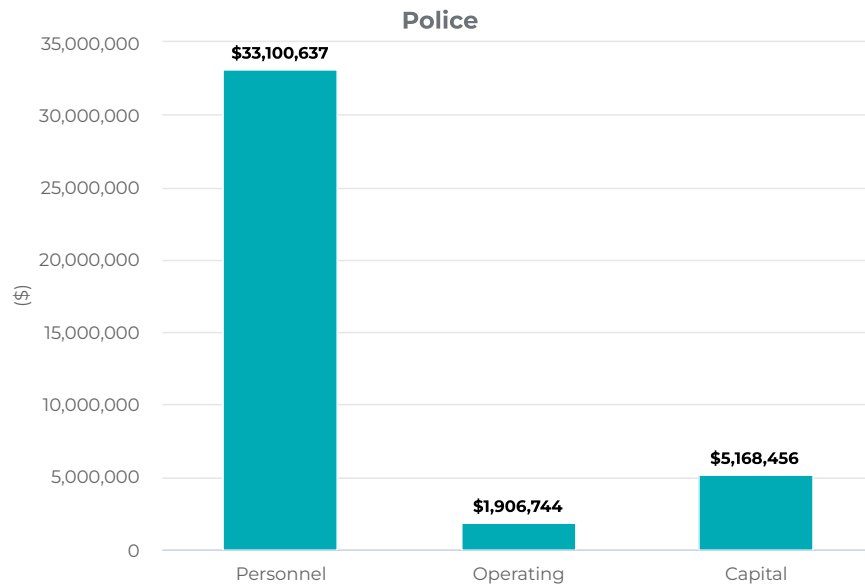
### **POLICE DEPARTMENT STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>ADOPTED FY 2024-25</b>
<u>Organizational Efficiency:</u> Increase Police Visibility	Continue to sponsor Police Trainees through the Police Academy in order to support Police Officers and increase patrol visibility in residential and commercial areas.





## Police Budget Highlights



The following items are enhancements, initiatives, or significant changes to the Police Department's expense budget.

- **110-230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 7% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** – The increase in this account is attributable to the additional Canines and the rise in prices for veterinary services.
- **440 Rental and Leases** – The decrease in this account is attributable to a new contract for the rental of surveillance vehicles.
- **460 Repair and Maintenance-Office Equip.** – The increase in this account is attributable to the rise in the repair and maintenance costs for motorcycles.
- **528 Operating Supplies - PD Equipment** – The decrease in this account is due to fewer equipment items needing replacement.
- **641 Capital Outlay Vehicles** – This account increased due to the replacement of patrol vehicles and motorcycles.

# Police Department Authorized Positions

ACCOUNT	POSITION	AMENDED* FY 2020-21	AMENDED* FY 2021-22	AMENDED* FY 2022-23	AMENDED* FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries	Police Chief	1	1	1	1	1	\$ 240,615
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 240,615</b>
500.121 - Full Time Salaries Sworn	Deputy Chief	1	1	1	1	1	\$ 186,129
	Major	2	2	2	2	2	\$ 292,208
	Captain <sup>5</sup>	2	3	3	3	4	\$ 546,227
	Lieutenant <sup>3</sup>	9	9	9	9	11	\$ 1,200,642
	Service Award 17 yr						\$ 14,153
	Service Award 18 yr						\$ 3,046
	Sergeant	24	24	24	24	24	\$ 2,347,992
	Service Award 17 yr						\$ 23,301
	Executive Officer to the Chief of Police	1	1	1	1	1	\$ 136,703
	Internal Affairs Inspector	1	1	1	1	0	\$ -
	Internal Affairs & Background Investigator	1	1	1	1	1	\$ 77,512
	Police Officer	125	125	134	134	134	\$ 10,015,461
	Service Award 17 yr						\$ 43,905
	Police Officer / Reserve <sup>4</sup>	9	9	9	9	7	\$ 312,312
	Police Non-Paid Reserve	5	5	5	5	5	\$ -
	Police Incentives						\$ 639,288
	<b>Full Time Sworn Salaries Total</b>	<b>180</b>	<b>181</b>	<b>190</b>	<b>190</b>	<b>190</b>	<b>\$ 15,838,879</b>
500.120 - Full Time Salaries	Executive Administrative Assistant to the Chief	1	1	2	2	2	\$ 193,130
	Administrative Assistant	4	4	4	3	3	\$ 167,670
	Accreditation Manager	1	1	1	1	1	\$ 77,868
	Service Award 10 yr						\$ 2,596
	Crime Scene Technician	3	3	3	3	4	\$ 230,248
	Service Award 5 yr						\$ 463
	Police Service Aide	17	17	17	16	13	\$ 564,988
	Service Award 5 yr						\$ 779
	Court Liaison Coordinator	1	1	1	1	1	\$ 58,147
	Clerical Aide	1	1	1	2	1	\$ 37,243
	Police Crime Analyst Specialist	4	4	4	4	4	\$ 286,169
	Service Award 5 yr						\$ 538
	Police Field Logistics Specialist	1	1	1	1	2	\$ 99,548
	Police Budget Coordinator	1	0	0	0	0	\$ -
	Police Budget Operations Manager	0	1	1	1	1	\$ 111,252
	Records Specialist	1	2	2	2	2	\$ 86,662
	Records Specialist / Teletype	6	6	6	6	0	\$ -
	Communication Operator <sup>1</sup>	0	0	0	0	6	\$ 331,503
	Service Award 5 yr						\$ 449
	Record Management Specialist	1	1	1	1	2	\$ 95,152
	Park Ranger	2	0	0	0	0	\$ -
	Police Property & Evidence Supervisor	1	1	0	0	0	\$ -
	Property & Evidence Specialist	1	1	1	1	1	\$ 47,191
	Police Special Events Coordinator	1	1	1	1	1	\$ 74,953
	Payroll Specialist	1	0	0	0	0	\$ -
	Payroll Specialist I	0	1	1	1	1	\$ 55,058
	Media & Emergency Management Specialist	1	1	1	1	1	\$ 110,578
	Service Award 10 yr						\$ 3,686
	Public Safety Technology Manager <sup>2</sup>	1	1	1	1	0	\$ -
	Quartermaster	1	1	1	1	2	\$ 97,576
	Public Information Officer	1	0	0	0	0	\$ -
	Communication Supervisor <sup>3</sup>	1	1	1	1	0	\$ -
	IT Technician - Public Safety	1	1	1	1	1	\$ 72,753
	Accounts Payable Specialist	0	1	1	1	1	\$ 44,919
	Emergency Management & Community Liasion	0	1	1	1	1	\$ 105,866
	Body Worn Camera Administrator	0	1	1	1	1	\$ 79,215
	Police Training Coordinator	0	0	0	1	1	\$ 72,221
	Police Trainee	0	0	0	15	15	\$ 820,275
	<b>Full Time Salaries Total</b>	<b>54</b>	<b>55</b>	<b>55</b>	<b>70</b>	<b>68</b>	<b>\$ 3,928,695</b>



# Police Department Authorized Positions

ACCOUNT	POSITION	AMENDED* FY 2020-21	AMENDED* FY 2021-22	AMENDED* FY 2022-23	AMENDED* FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.130 - Other Salaries							
	Part Time						
	Clerical Aide	1	0	0	0	0	\$ -
	<b>Other Salaries Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>236</b>	<b>237</b>	<b>246</b>	<b>261</b>	<b>259</b>	<b>\$ 20,008,189</b>

\* AMENDED FY 2023-24 - This column reflects any mid-year change to budgeted positions

<sup>1</sup> FY 2023-24 RECLASSIFIED - Records Specialist/Teletype to Communication Operator

<sup>2</sup> FY 2024-25 POSITION MOVED - Public Safety Technology Manager moved to IT Department

<sup>3</sup> FY 2024-25 RECLASSIFIED - Communication Supervisor to Police Lieutenant

<sup>4</sup> FY 2024-25 RECLASSIFIED - Two (2) Reserve Officer to One (1) Police Lieutenant

<sup>5</sup> FY 2024-25 RECLASSIFIED - Internal Affairs Inspector to Police Captain

## 0016000 - POLICE

	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>0016000 - POLICE REVENUE</b>								
313920 - TOWING FEES	12,645	15,270	12,500	12,500	12,599	14,000	14,000	14,000
329200 - ALARM PERMITS	178,307	223,222	190,000	190,000	141,926	190,000	190,000	190,000
331200 - DOJ BRYNE GRANT	75,340	50	0	0	0	0	0	0
331201 - DOJ COPS TECH GRANT	0	0	1,000,000	1,000,000	0	1,000,000	1,000,000	1,000,000
331207 - FEDERAL CPF GRANT	0	0	0	0	0	0	2,000,000	2,000,000
341520 - COURT ORD. RESTITUTION PYMTS	1,494	0	0	0	0	0	0	0
342100 - POLICE SERVICES	1,031,415	1,409,678	1,400,000	1,400,000	2,602,928	2,000,000	1,600,000	1,600,000
342110 - POLICE SERVICES - RECORDS	8,143	7,933	8,000	8,000	18,937	18,000	18,000	18,000
342115 - SCHOOL CROSSING GUARDS	73,000	62,938	70,000	70,000	115,899	70,000	70,000	70,000
342130 - POLICE SERVICES-SCHOOL OFFICER	734,653	835,056	829,445	829,445	553,385	829,445	963,050	963,050
351100 - JUDGEMENTS & FINES	360,369	311,469	350,000	350,000	212,941	350,000	350,000	350,000
351150 - SAFETY REDLIGHT CAMERAS	1,233,188	852,373	0	0	23,005	17,000	0	0
351151 - SCHOOL ZONE SPEED CAMERAS	0	0	0	0	0	0	2,208,048	2,208,048
351200 - COURT-INVESTIGATIVE RECOVERY	125	0	1,000	1,000	0	0	0	0
369103 - POLICE AUTO TAKE HOME PGM	8,900	0	0	0	0	0	0	0
369105 - PD MISC-SRO OT RECOVERY	36,898	61	35,000	35,000	310,074	70,000	70,000	70,000
<b>0016000 - POLICE REVENUE Total</b>	<b>3,754,478</b>	<b>3,718,049</b>	<b>3,895,945</b>	<b>3,895,945</b>	<b>3,991,694</b>	<b>4,558,445</b>	<b>8,483,098</b>	<b>8,483,098</b>
<b>Grand Total</b>	<b>3,754,478</b>	<b>3,718,049</b>	<b>3,895,945</b>	<b>3,895,945</b>	<b>3,991,694</b>	<b>4,558,445</b>	<b>8,483,098</b>	<b>8,483,098</b>



	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	33,654	185,768	220,343	220,343	199,749	220,343	248,712	240,615
500120 - FULL TIME SALARIES	2,422,877	2,539,282	3,565,390	3,565,390	2,396,980	3,565,390	3,714,888	3,653,687
500121 - FULL TIME SALARIES - SWORN	11,545,805	12,401,290	13,329,822	13,329,822	12,297,883	13,329,822	15,167,311	14,731,480
500125 - COMPENSATED ABSENCES	311,657	536,446	600,697	600,697	491,453	600,697	672,546	653,633
500140 - OVERTIME	1,210,458	1,022,905	1,265,850	1,265,850	1,134,216	1,265,850	1,315,850	1,315,850
500150 - SPECIAL PAY - OFF DUTY	764,471	1,316,916	800,000	800,000	1,627,417	800,000	1,300,000	1,300,000
500151 - SPECIAL PAY - DIFFERENTIAL	187,500	274,687	250,000	250,000	272,439	250,000	275,000	275,000
500152 - SPECIAL PAY - INCENTIVE	89,718	93,684	115,000	115,000	90,063	115,000	115,000	115,000
500210 - FICA & MICA TAXES	1,224,617	1,361,037	1,531,088	1,531,088	1,375,902	1,531,088	1,729,510	1,689,467
500220 - RETIREMENT CONTRIBUTION	3,815,282	4,853,593	5,376,963	5,376,963	5,183,598	5,376,963	6,084,411	5,952,004
500230 - LIFE & HEALTH INSURANCE	2,769,393	2,911,825	3,324,711	3,324,711	2,769,320	3,324,711	3,179,156	3,173,901
<b>PERSONNEL Total</b>	<b>24,375,432</b>	<b>27,497,432</b>	<b>30,379,864</b>	<b>30,379,864</b>	<b>27,839,020</b>	<b>30,379,864</b>	<b>33,802,384</b>	<b>33,100,637</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	39,725	35,845	66,100	66,100	52,238	66,100	85,100	85,100
500342 - CONT - SCHOOL CROSSING GUARDS	213,722	256,434	375,750	403,750	353,334	375,750	375,750	400,750
500343 - CONTR-SAFETY REDLIGHT CAMERAS	418,550	291,485	0	0	0	0	0	0
500350 - INVESTIGATIONS	2	0	3,250	3,250	0	3,250	3,250	3,250
500400 - TRAVEL & PER DIEM	25,122	18,641	40,000	40,000	24,792	40,000	40,000	40,000
500410 - COMMUNICATION & FREIGHT	14,100	13,898	26,600	26,600	15,164	26,600	23,900	23,900
500440 - RENTALS & LEASES	119,354	56,283	88,626	60,626	40,483	88,626	67,746	67,746
500460 - REPAIR & MAINT - OFFICE EQUIP	80,221	71,100	104,000	104,000	60,328	104,000	119,000	119,000
500470 - PRINTING & BINDING	7,963	7,855	8,000	8,000	5,000	8,000	8,000	8,000
500480 - PROMOTIONAL ACTIVITIES	6,518	6,618	10,000	10,000	2,270	10,000	10,000	10,000
500510 - OFFICE SUPPLIES	23,240	17,449	25,000	25,000	11,724	25,000	25,000	25,000
500520 - OPERATING SUPPLIES	421,510	380,728	779,100	779,100	654,487	779,100	744,100	744,100
500521 - OPERATING SUPPLIES - FUEL	24,029	20,835	25,000	25,000	18,296	25,000	25,000	25,000
500523 - OP SUPP - COMMUNITY SERVICES	47,696	49,590	62,150	62,150	45,474	62,150	62,150	62,150
500525 - DOJ BYRNE GRANT - OPERATING	59,912	0	0	0	0	0	0	0
500526 - OPERATING SUPPLIES - EOC	3,528	7,890	20,000	20,000	5,587	20,000	18,000	18,000
500527 - OPERATING SUPPLIES - CRYWOLF A	20,380	24,862	25,358	25,358	22,403	25,358	25,358	25,358
500528 - OPERATING SUPPLIES-PD EQUIP	0	64,543	212,600	248,600	227,337	248,600	74,915	74,915
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	69,195	30,124	174,475	174,475	23,510	174,475	174,475	174,475
<b>OPERATING Total</b>	<b>1,594,768</b>	<b>1,354,182</b>	<b>2,046,009</b>	<b>2,082,009</b>	<b>1,562,426</b>	<b>2,082,009</b>	<b>1,881,744</b>	<b>1,906,744</b>
<b>CAPITAL</b>								
500640 - CAPITAL OUTLAY - OFFICE	0	0	149,665	194,476	151,911	194,476	146,500	146,500
500641 - CAPITAL OUTLAY - VEHICLES	900,962	555,873	1,898,334	2,049,087	1,565,774	2,049,087	2,021,956	2,021,956
500642 - DOJ BYRNE GRANT CAPITAL OUTLAY	15,388	0	0	0	0	0	0	0
500647 - CAPITAL - TECH GRANT	0	0	1,000,000	1,000,000	0	1,000,000	1,000,000	1,000,000
500653 - CAPITAL OUTLAY-EOC	0	0	5,530	5,530	1,258	5,530	0	0
500657 - GRANT - FEDERAL	0	0	0	0	0	0	2,000,000	2,000,000
<b>CAPITAL Total</b>	<b>916,351</b>	<b>555,873</b>	<b>3,053,529</b>	<b>3,249,092</b>	<b>1,718,943</b>	<b>3,249,092</b>	<b>5,168,456</b>	<b>5,168,456</b>
<b>Grand Total</b>	<b>26,886,550</b>	<b>29,407,486</b>	<b>35,479,402</b>	<b>35,710,966</b>	<b>31,120,389</b>	<b>35,710,966</b>	<b>40,852,584</b>	<b>40,175,837</b>



## Building Department

The Building Department has been moved from the General Fund to its own fund. Please refer to the Fund section under Building Fund.

### 0017000 - BUILDING

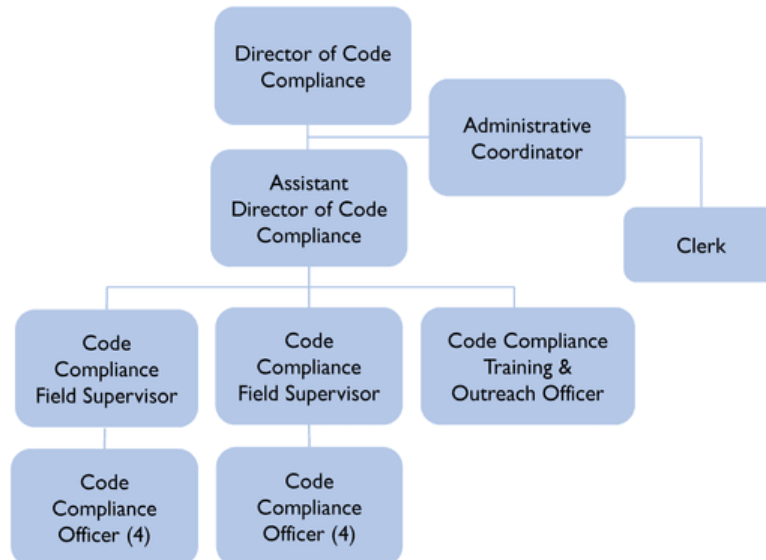
	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
	FY 2021-22	FY 2022-23	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
			FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>0017000 - BUILDING REVENUE</b>								
329101 - OTHER FEES - BOILER FEES	15,175	0	0	0	0	0	0	0
329500 - CERTIFICATES OF OCCUPANCY	222,760	0	0	0	0	0	0	0
329600 - CONCURRENCY FEES	58,904	35,792	60,000	60,000	1,129	60,000	60,000	60,000
341303 - BUILDING TRAINING FEES	12,784	0	0	0	0	0	0	0
341902 - BLDG ADMINISTRATIVE FEES	46,315	0	0	0	0	0	0	0
341903 - BLDG RECORDS REQUEST	102,793	69,739	75,000	75,000	64,232	75,000	75,000	75,000
342901 - BLDG RECERT FEES 40-YR	19,250	0	0	0	0	0	0	0
369101 - BLDG MISC - OT RECOVERY	67,050	1	0	0	0	0	0	0
369102 - BLDG MISC - COPY SCAN FEES	11,478	0	0	0	0	0	0	0
<b>0017000 - BUILDING REVENUE Total</b>	<b>556,508</b>	<b>105,532</b>	<b>135,000</b>	<b>135,000</b>	<b>65,361</b>	<b>135,000</b>	<b>135,000</b>	<b>135,000</b>
<b>Grand Total</b>	<b>556,508</b>	<b>105,532</b>	<b>135,000</b>	<b>135,000</b>	<b>65,361</b>	<b>135,000</b>	<b>135,000</b>	<b>135,000</b>



## Code Compliance Department

The Code Compliance Department enforces both City and County codes, sections of the Florida Building Code, and applicable State statutes throughout the City to ensure and protect the health, safety, and welfare of the community. The Department serves residential and commercial areas proactively to uniformly address code violations and also quickly responds to citizen requests for service. Emphasis is placed on developing and maintaining relationships with the community. The Department operates seven days a week, including holidays, and works to assist internal departments, as well as outside agencies with enforcement activities. The Department conducts community outreach activities on various topics and conducts campaigns in-and-around the City to educate commercial and residential property owners. It is also responsible for presenting non-compliant cases before quasi-judicial "Special Magistrate" hearings. The Department also performs code violation and lien search requests for properties located within the City. The Department is also responsible for reviewing and recommending changes to the City's code of ordinances.

### Organizational Chart





## Code Compliance Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

- Awarded eleven (11) monthly "Keep Doral Beautiful" awards at Council Meetings.
- Strengthened relationships with various outside public agencies, such as the Miami-Dade County Office of Consumer Protection, State of Florida Department of Health and DBPR, State of Florida Department of Agriculture, Miami-Dade County DERM, Miami-Dade County Fire Prevention Division, Miami-Dade County Water and Sewer, Miami-Dade County Animal Services, Miami-Dade County Police Department, and the State of Florida Alcohol, Beverage, and Tobacco Department, to continue protecting the health, safety, and welfare of the community.
- Exceeded a 24-hour response time goal for service requests by responding to all calls for service in an average time of 1 hour and 34 minutes.
- Assisted with the drafting of the amendments to the City's Commercial Vehicle Parking Along Right-of-Way Ordinance, Year-Round Irrigation Ordinance, Puppy Mill Ordinance, and Amendment to the existing Alcohol Ordinance, respectively.
- Continued to enforce prohibited short-term rentals through public complaints.
- Continued developing community outreach initiatives, such as coordinating the Mayor's Citizen Government Academy in the Spring, as well as organizing and hosting the Hurricane Safety Fair.
- Continued to utilize a proactive Bike Patrol Unit that has been used in various capacities to educate and enforce the City Code of Ordinances.
- Continued to update Homeowners Association (HOA) contact lists to strengthen email distribution lists to further enhance relationships with the communities.
- Continued to abate nuisances, by use of a contractor, those properties that have been foreclosed or left unattended.
- Continued assisting HOA's and Property Managers requests with neighborhood improvement inspections.
- Continued collaboration with both the Building Department and Public Works Department to properly address stormwater related infractions.
- Continued enforcement of MOT-related work in the City during both morning and evening peak hours.
- Continued recognition of staff with the "Employee of the Quarter" award and monthly "Infinity and Beyond" award to recognize excellent customer service displayed throughout any given month.
- Various outreach-related campaigns, community engagement activities, and daily aspects of field operations were showcased via the utilization of the City's various social media outlets.
- Continued assisting Doral PD in enforcement capacity for verified noise complaints in an effort to curb this behavior City-wide.
- Continued assisting Doral PD in an enforcement capacity in addressing delinquent false alarm notices, where businesses are now being scheduled for Special Magistrate hearings for failure to comply.
- Continued focus on stricter and more visible enforcement in the community by conducting joint details with/without Doral PD and conducting monthly weekend residential sweeps related to work without a permit inspection.
- Developed a formal enforcement process, through the Building Department, to address expired and unregistered boiler certificates.
- Developed a formal enforcement process, through the Building Department, to address expired temporary certificates of occupancy.
- Developed in-house default property registration process.
- Continued assisting the Parks Department in enforcing unauthorized personal trainers within City facilities.
- Assisted the Planning and Zoning Department in identifying and addressing delinquent and unregistered business tax receipts throughout the City. This year has seen the fewest amount of remaining expired business tax receipts pending.
- Created a Code Compliance overview video with the intent of accurately depicting the world of code enforcement, and to attract potential prospects in joining our team.

### CODE COMPLIANCE ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Inspections	16120	11989	12750	13515
SM Hearings	245	298	243	260
Cases in Compliance	4401	3676	3714	3750
Public Service Request	748	675	601	630
Lien Searches	3123	1714	1913	2000





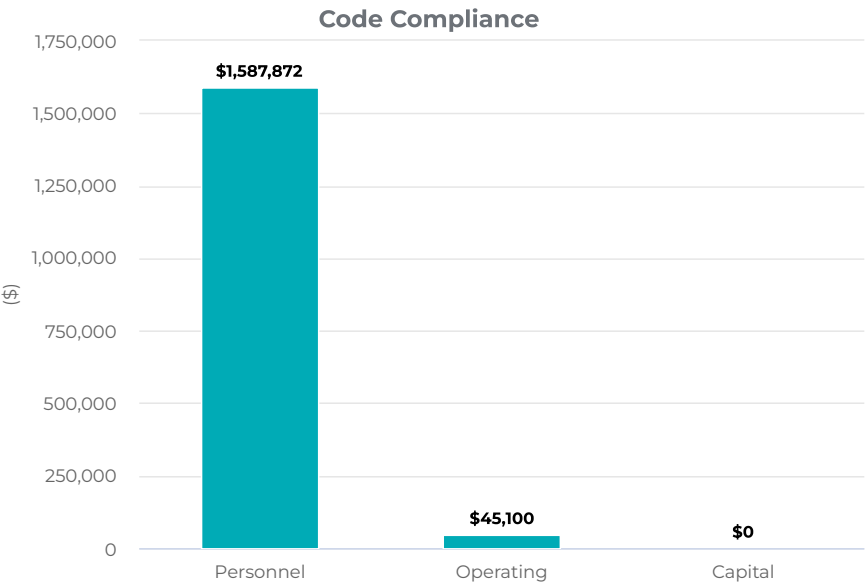
# Code Compliance Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments of this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Continuing commercial property beautification enhancement project along remaining major thoroughfares as part of the City's Strategic Plan.
- Review and recommend ordinances and amendments that may no longer be applicable to today's standards or may be outdated, and that focus on maintaining and improving quality of life.
- Continue the process of collection of outstanding liens, and reduce the total number of outstanding liens by 5%.
- Implement new community outreach initiatives to enhance the continued collaboration with the residents.

CODE COMPLIANCE DEPARTMENT STRATEGIC PRIORITIES	
STRATEGIC PRIORITIES	ADOPTED FY 2024-25
Exceptional Service	Continue quarterly beatification detail along major corridors
Revenue Growth	Reduce total number of outstanding liens by 5%
Revenue Growth	Revise and implement a new fee schedule
Public Safety	Create an ordinance with clearer language on the regulation of multifamily housing
Public Safety	Increased focus on STR enforcement

# Code Compliance Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 2% has been applied as not all positions will be filled 52 weeks per year.
- **641 Capital Outlay - Vehicles** - This account decreased as no vehicles are being requested in FY 24-25.



## Code Compliance Department Authorized Positions

ACCOUNT	POSITION	AMENDED* FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	Code Compliance Director	1	1	1	1	1	\$ 176,996
	Service Award 15 yr						\$ 13,275
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 190,271</b>
500.120 - Full Time Salaries							
	Assistant Code Compliance Director	1	1	1	1	1	\$ 118,771
	Code Compliance Field Supervisor	2	2	3	2	2	\$ 182,900
	Special Magistrate Agenda Coordinator	1	1	1	0	0	\$ -
	Code Compliance Administrative Coordinator	0	0	0	1	1	\$ 72,741
	Code Compliance Clerk	0	0	0	1	1	\$ 42,311
	Administrative Assistant II	1	1	1	0	0	\$ -
	Code Compliance Officer I, II, III	9	9	11	8	8	\$ 452,611
	Code Compliance Training & Outreach Coordinator	0	0	0	1	1	\$ 86,191
	Required Promo to II & III						\$ 20,000
	Differential						\$ 1,621
	<b>Full Time Salaries Total</b>	<b>14</b>	<b>14</b>	<b>17</b>	<b>14</b>	<b>14</b>	<b>\$ 977,146</b>
	<b>Total</b>	<b>15</b>	<b>15</b>	<b>18</b>	<b>15</b>	<b>15</b>	<b>\$ 1,167,417</b>

### 0017100 - CODE COMPLIANCE

	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>0017100 - CODE REVENUE</b>								
329800 - CODE DEFAULT PROPERTY FEES	23,700	22,600	30,000	30,000	18,400	22,800	23,033	23,033
341900 - LIEN SEARCH FEES	252,400	151,470	220,000	220,000	155,836	167,172	190,347	190,347
351100 - JUDGEMENTS & FINES	194,024	277,661	240,000	240,000	197,571	195,566	222,417	222,417
359101 - FINES - PERMIT VIOLATIONS	251,683	351,548	315,000	315,000	168,153	154,840	252,690	252,690
<b>0017100 - CODE REVENUE TOTAL</b>	<b>721,807</b>	<b>803,279</b>	<b>805,000</b>	<b>805,000</b>	<b>539,960</b>	<b>540,378</b>	<b>688,487</b>	<b>688,487</b>
<b>Grand Total</b>	<b>721,807</b>	<b>803,279</b>	<b>805,000</b>	<b>805,000</b>	<b>539,960</b>	<b>540,378</b>	<b>688,487</b>	<b>688,487</b>



## 00171005 - CODE COMPLIANCE

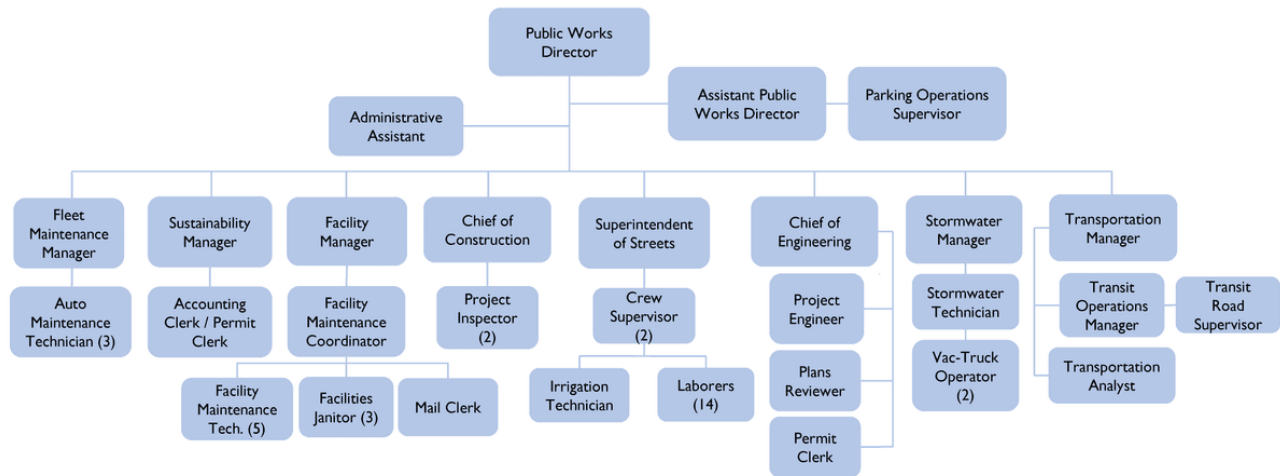
	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	124,540	134,029	160,228	160,228	150,538	160,228	177,412	176,996
500120 - FULL TIME SALARIES	739,037	715,854	893,071	893,071	763,249	893,071	979,185	969,024
500125 - COMPENSATED ABSENCES	22,810	28,353	37,878	37,878	22,182	37,878	41,161	39,661
500140 - OVERTIME	18,036	17,183	18,500	18,500	10,955	18,500	18,500	18,500
500151 - SPECIAL PAY - DIFFERENTIAL	1,175	123	1,621	1,621	385	1,621	1,621	1,621
500210 - FICA & MICA TAXES	68,030	66,427	84,827	84,827	70,132	84,827	92,956	89,617
500220 - RETIREMENT CONTRIBUTION	101,456	101,122	126,066	126,066	109,631	126,066	136,993	131,994
500230 - LIFE & HEALTH INSURANCE	117,038	132,367	192,810	192,810	167,327	192,810	160,877	160,459
<b>PERSONNEL Total</b>	<b>1,192,122</b>	<b>1,195,459</b>	<b>1,515,001</b>	<b>1,515,001</b>	<b>1,294,399</b>	<b>1,515,001</b>	<b>1,608,705</b>	<b>1,587,872</b>
<b>OPERATING</b>								
500340 - CONTRACTUAL SERVICES - OTHER	8,625	8,260	10,900	8,400	6,720	7,280	11,400	11,400
500400 - TRAVEL & PER DIEM	1,936	2,546	2,500	6,500	4,363	2,500	2,500	2,500
500410 - COMMUNICATION & FREIGHT	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200
500470 - PRINTING & BINDING	3,902	3,156	6,000	6,000	3,134	5,500	6,200	6,200
500490 - OTHER CURRENT CHARGES	0	0	1,500	0	0	1,500	1,500	1,500
500510 - OFFICE SUPPLIES	1,962	1,628	3,000	3,000	1,929	2,200	3,100	3,100
500520 - OPERATING SUPPLIES	7,170	7,301	8,500	8,500	5,814	7,800	8,800	8,800
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	4,055	6,220	10,000	8,000	6,445	8,000	10,400	10,400
<b>OPERATING Total</b>	<b>28,851</b>	<b>30,310</b>	<b>43,600</b>	<b>41,600</b>	<b>29,604</b>	<b>35,980</b>	<b>45,100</b>	<b>45,100</b>
<b>CAPITAL OUTLAY</b>								
500641 - CAPITAL OUTLAY - VEHICLES	22,925	0	23,972	25,972	0	23,972	0	0
<b>CAPITAL OUTLAY Total</b>	<b>22,925</b>	<b>0</b>	<b>23,972</b>	<b>25,972</b>	<b>0</b>	<b>23,972</b>	<b>0</b>	<b>0</b>
<b>Grand Total</b>	<b>1,243,898</b>	<b>1,225,769</b>	<b>1,582,573</b>	<b>1,582,573</b>	<b>1,324,004</b>	<b>1,574,953</b>	<b>1,653,805</b>	<b>1,632,972</b>



# Public Works Department

The Public Works Department's (PWD) mission is to provide a safe and aesthetically pleasing infrastructure for the residents, business owners, and visitors of the City of Doral. The PWD is responsible for the maintenance of the public right-of-way, the City maintained roads, the City's three main facilities (Government Center, Police/Public Works Facility, Police Training & Community Center), beautification projects, the Stormwater Utility, and the management of Capital Improvement Projects (CIP). Furthermore, the Department oversees traffic and transportation operations, fleet maintenance, sustainability efforts, and the Parking Management Program. The Department is also responsible for performing and monitoring many other duties to achieve the main goal of providing exceptional public service.

## Organizational Chart



# Public Works Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

## **Administration**

- Managed Tyler (Doral 311) to compile and document all service requests received and completed by the Public Works Department (PWD).
- Continuously develop and update all Standard Operation Procedures (SOP) of all the Department's main functions to standardize all Department processes.
- Coordinated and conducted two citywide cleanups with volunteer groups, which assisted City operations with cleanup activities along the City's right-of-way (ROW) and reported to the Florida Dept. Environmental Protection (FDEP).
- Managed and coordinated inventory of subdivision improvement of construction and maintenance agreements and bond inventory for all permitted development.
- Continued to provide updates to the Webmaster to implement on the PWD webpage and GIS Open Portal.
- Managed City programs and initiatives that contributed to reach the City's Green Element goals.
- Managed contractual services for the City's Light Pole Banners program.
- Continued to develop and partially implement the action items identified in the 2018 Green House Gas (GHG) Inventory report that addresses the City's strategic priorities: traffic congestion, energy usage, and reducing & diverging solid waste.
- Coordinated and produced the PWD Signature Events: Arbor Day, Electronic Recycling Drive, WE-LAB Workshop, Earth Day, National Public Works Week (NPWW), the Hurricane Safety Fair, the Southern Command Community Fair, and other volunteer opportunities events.
- Created an events calendar for all PWD Signature Events that was provided to the City Manager's Office and Public Affairs to allow for proper planning and coordination with all other departments.
- Prepared and submitted the application for TREE CITY USA to the Arbor Day Foundation for the City's re-certification for the 16<sup>th</sup> consecutive year.
- Applied and managed "Growing Roots for Environmentally Equitable Neighborhoods (GREEN) Miami-Dade County Matching Grant" and planted 36 trees in bare City ROW as part of the Street Tree Planting Master Plan.
- Managed the City's Private Haulers Franchise online renewals and payments.
- Continue to utilize EnergyCap Express to keep track of all citywide properties' energy and water consumption to manage usage.
- Completed the Citywide Sustainability Implementation Plan (CSIP) which incorporated and updated the 2008 Green Master Plan, the 2018 GHG Inventory Report, and the 2019 Green Element of the Comprehensive Development Plan to consolidate and help the City meet the greenhouse gas emission and carbon footprint reduction goals.
- Partnered with Miami-Dade County Office of Resiliency and hosted the Energy Efficiency Day Proclamation and event.
- Managed Building Efficiency 305 (BE305) Year 3 received a FREE Audit conducted by the University of Miami Industrial Assessment Center & Data Analytics Lab and the Miami-Dade County Office of Resilience.
- Manage Plastic Free 305 Program Year 2, continued with ongoing efforts to elevate the City's Tier II.

## **Construction & Public R/W Maintenance**

- Averaged 209 construction inspections per month for work performed on the City's roads and right-of-way.
- Continued restoration of damaged sidewalks identified throughout the city.
- Continued restoration of landscaping on median bullnoses, traffic circles, and monuments citywide.
- Continued with repairs of damaged signs and potholes.
- Continued with pressure cleaning of sidewalks and median's curb and gutter.
- Continued with pressure cleaning and inspection of City bus shelters.
- Completed the tree and palm trimming located along medians in preparation for the hurricane season.
- Continued the citywide replacement of faded traffic control signs.
- Implemented a quarterly streetlights inspection survey.
- Completed 32 work orders for milling and resurfacing, and re-striping of the city's right-of-way.
- Completed 18 work orders for sidewalk and curb & gutter repairs throughout the City.
- Completed 2 work orders for storm drain repairs throughout the City.
- Advertised the construction phase of the Citywide Bus Shelter improvements.
- Advertised the construction phase of the Doral Boulevard Entry Features at NW 36<sup>th</sup> Street / Palmetto Expressway.
- Advertised the construction phase of the Section 7 Traffic Calming Improvements.
- Commenced the 5-Year CIP associated with the Five-Year Pavement Rehabilitation Report.

## **Facilities Maintenance**

- Provided Building Maintenance, Janitorial and Mailroom services to all City Facilities.
- Ensured that all Life Safety systems for the Government Center and the Police Building Facilities are properly maintained.
- Continued developing SOP for the Government Center for all personnel operations and maintenance equipment.



- Completed the replacement of the Chiller unit at the Police Training & Community Center.
- Completed the coil refurbishment of the Government Center 3<sup>rd</sup> floor AC intellipac unit.
- Completed the replacement of approximately 15,000 SF of carpet with vinyl flooring at the Police Facility.
- Upgraded electrical service transformers at the Government Center parking garage, and at the Public Works Facility.
- Completed the installation of new cubicles at the Human Resources Department work area.

#### **Fleet Maintenance**

- Continued to provide Fleet Division in-house maintenance procedures with three mechanics, that dramatically reduce Citywide vehicle and equipment maintenance costs, and vehicle downtime while repairs are being performed.
- Fully implemented a new fleet maintenance software, Assetwork, which will provide for a more efficient fleet maintenance process and improved tracking of expenses.
- Continue to update SOP to improve fleet maintenance procedures and promote cost-efficient operations.
- Implemented OPW new fuel management system which will allow for a more efficient fueling process, savings, and better tracking of fuel expenses.
- Continued with inhouse heavy equipment repair and maintenance program to serve equipment such as backhoes, forklifts, etc.
- Continue with the in-house emergency lights repair and maintenance program for all city vehicles.

#### **Engineering**

- Prepared and maintained all records related to the permitting process including, but not limited to, establishing computerized records, filing, and scheduling of inspection requests.
- Prepared, processed, and maintained all records related to plan review, site plan review, and traffic studies for the permitting process.
- Continued the tracking and log of all Maintenance of Traffic (MOT) permits within the City-owned right-of-way submitted to the PWD.
- Continued the permitting and tracking of the City's new Construction Management Plan.
- Continued with the City's Platting Division plat review and approval process.
- Continued with the virtual EnerGov permitting process.
- Advertised the design process for the Adaptive Re-Use Area.
- Completed the design phase of the NW 66<sup>th</sup> Street / NW 102<sup>nd</sup> Avenue / NW 99<sup>th</sup> Avenue Widening Project.
- Completed the design and permitting phase of the citywide bus shelter improvements.
- Completed the Section 7 Traffic Calming Improvements Miami-Dade County permitting phase.
- Completed the Landmark Traffic Calming Improvements Miami-Dade County permitting phase.
- Commenced the design and permitting for the roadway improvements along NW 117<sup>th</sup> Avenue between NW 25<sup>th</sup> Street and NW 34<sup>th</sup> Street.
- Commenced the design process for the Citywide Sidewalk Improvements Phase III.
- Commenced the design process for pavement markings, high emphasis on pedestrian crosswalks around the city.
- Commenced the design process for milling and resurfacing on different areas.
- Commenced the design process for new intersection at NW 50<sup>th</sup> Street and NW 112<sup>th</sup> Avenue.
- Commenced the design of NW 33<sup>rd</sup> Street and NW 92<sup>nd</sup> Avenue plus median extension.
- Commenced the coordination process to obtain NOA for Doral Blvd bus shelters.
- Completed do not block the box at NW 77<sup>th</sup> Avenue and NW 37<sup>th</sup> Street.
- Commenced the Dry Retention area feasibility study for 6255 NW 102<sup>nd</sup> Avenue.
- Completed design phase of pavement marking from NW 102<sup>nd</sup> Avenue to NW 58<sup>th</sup> Street.
- Commenced the design phase of Section 8 Traffic calming project.
- Commenced the design phase of Bicycle Green stripes around the city.



**PUBLIC WORKS DEPARTMENT ACTIVITY REPORT**

<b>ACTIVITY</b>	<b>ACTUAL FY 2021-22</b>	<b>ACTUAL FY 2022-23</b>	<b>PROJECTED FY 2023-24</b>	<b>PROJECTED FY 2024-25</b>
<b>Administration</b>				
Customer Service (Front desk assistance)	90	417	288	353
Phone Calls	4,995	3,862	6,347	5,105
Service Requests (CRM) 311	750	512	236	374
Receiving reports	3,111	1,286	754	1,020
Purchase Order Requests	446	207	194	201
<b>Construction &amp; R/W Maint. Division</b>				
Debris Pick-up (tons)	196	177	196	187
Signs Repairs	258	306	472	389
Potholes Repairs	75	62	37	50
Landscape (instances of mowing, trees, branches, etc.)	3,312	4,507	4,769	4,638
Graffiti	87	47	35	41
Sidewalk (construction and replacement)(sq.ft.)	0	68,274	24,121	46,198
Miles of Road Resurfaced	0.25	1	7	4
<b>Facilities Maintenance Division</b>				
Facilities Maintenance Service Requests	6,178	7,200	6,689	6,945
<b>Engineering Division</b>				
Site Plans Reviews	46	50	48	49
Permitting Plans Reviews	760	396	578	487
PW Inspections Performed	1,745	2,274	2,518	2,396
MOT Permit Reviews	57	74	66	70
CMP Permit Reviews	5	6	6	6
Platting Review	7	14	11	12
<b>Stormwater Utility Division</b>				
Debris Removed from Canals (bags)	273	210	285	315
Miles of Road Swept	5,106	5,580	6,300	5,850
Inlets / Manholes Cleaned	2,875	2,655	2,512	2,504
Linear Feet Pipe	204,314	106,629	185,430	175,255
<b>Transportation Division</b>				
Doral Trolley Ridership	464,633	645,560	707,124	750,000
Freebee Ridership	49,631	53,033	51,268	62,151
Traffic Studies Reviews	24	30	35	33
<b>Fleet Maintenance Division</b>				
Preventive Maintenance/Repairs Work Order	1,258	1,241	1,360	1,301
Fuel Consumption (Gal.)	194,233	198,075	197,881	197,978





# Public Works Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments of the Department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

## **Administration**

- Continue to process all Doral 311 service requests and ensure follow through for completion or delegation to the correct responsible agency.
- Continue to update Standard Operation Procedures (SOP) for all main functions of the Department to standardize department processes as required by the American Public Works Association (APWA) to complete the accreditation process.
- Coordinate and execute all PWD Signature events, marketing events, and others.
- Continue to provide updates to the City's webmaster to showcase on the PWD webpage.
- Continue to process all Department accounting responsibilities to ensure continuity of the PWD operations and services.
- Conduct quarterly inventories of bonds and subdivision improvement agreements.
- Work with all City Departments to develop and implement their sustainability goals as per the City's Green Element and the Citywide Sustainability Implementation Plan.
- Pursue the LEED for Cities and Communities for the City of Doral.
- Pursue partnership with Keep America Beautiful to augment the Keep Doral Beautiful program.
- Continue to seek grant funding to implement additional sustainable practices in all City operations.
- Continue to seek grant funding to implement additional tree maintenance programs.
- Continue to work towards the Department's APWA accreditation.
- Seek Energy Efficiency & Conservation Block Grant funding for energy-saving improvements.
- Continue to manage BE305 Challenge Award Year 4.
- Continue to Manage Plastic Free 305 Program Year 2, continued with ongoing efforts to elevate the City's Tier II.
- Seek Tree City USA re-certification for calendar year 2024.
- Partner with Debris Free Ocean (DFO) organization to establish Zero Waste Academy, which will educate constituents on green activities and trades.

## **Construction & Public R/W Maintenance**

- Continue with the City's Road Resurfacing Plan and restoration of damaged sidewalks as per the City's Pavement Rehabilitation Master Plan update.
- Continue the City's Tree Planting/Maintenance plan.
- Continue to provide maintenance of the City's and other roads and rights-of-way.
- Continue to provide landscape maintenance of the City's medians, bullnoses, monuments, traffic circles and rights-of-way.
- Continue with the restoration of landscaping on the medians, bullnoses, and monuments citywide.
- Commence the in-house installation of right-of-way banners.
- Continue to provide construction inspection for work done on the City's roads and rights-of-way.
- Commence and complete the Section 7 Traffic Calming improvements.
- Commence the Landmark Traffic Calming improvements project.
- Commence and complete the construction of the citywide bus shelter improvements.
- Commence and complete the construction of the Doral Boulevard Entry Features at NW 36<sup>th</sup> Street / Palmetto Expressway.
- Commence the construction phase of the NW 66<sup>th</sup> Street / NW 102<sup>nd</sup> Avenue / NW 99<sup>th</sup> Avenue Improvements.

## **Facilities Maintenance**

- Continue to provide Building Maintenance, Janitorial and Mailroom services for the three main City Facilities (Government Center, Police / Public Work Facility, Police Training & Community Center).
- Ensure that all Life Safety systems for all facilities are properly maintained.
- Continue developing and updating Standard Operating Procedures (SOP) for facilities citywide for operations and maintenance equipment.
- Continue to develop staff's abilities through hands-on training, and by attending recommended updated skill training courses.
- Complete the installation of the Government Center workstation surfaces.
- Complete the design and construction of small miscellaneous improvement projects for the Government Center, GC Parking Garage, the Police Department, and the Training and Community Center.
- Install additional electric vehicle chargers in the Government Center parking garage.
- Complete the re-painting and stucco repairs of the Police Training & Community Center Facility.



### **Fleet Maintenance**

- Continue to provide and improve the fleet maintenance processes and services.
- Improve vehicles' fuel consumption by providing proper maintenance.
- Continue to recommend processes to move forward with the purchase of electric and hybrid vehicles in accordance with the City's Green Elements goals.
- Continue to recommend the implementation of a Master Plan to begin the transition from fossil fuel vehicles to fuel efficient vehicles such as hybrids and electric.
- Implement the process to acquire a more efficient fleet.
- Continue with the efficient operation and maintenance of the City's vehicle fueling terminal and fuel management system.
- Continue with the efficient operation and maintenance of the City's car wash bay.
- Continue to improve Auto Mechanic Technician skills by attending new training courses.
- Continue with the in-house installation of decals and emergency lights on all City vehicles, except for the Police vehicles.

### **Engineering**

- Continue with the design of the City's roadway resurfacing outlined in the current Five-Year Resurfacing Master Plan.
- Continue to review Platting submittals with staff in order to increase revenue stream.
- Analyze the need for roadway improvements along NW 114<sup>th</sup> Avenue between NW 34<sup>th</sup> Street and NW 39<sup>th</sup> Street.
- Analyze the need for roadway improvements along NW 34<sup>th</sup> Street between NW 117<sup>th</sup> Avenue and NW 112<sup>th</sup> Avenue.
- Complete the design and permitting for the roadway improvements along NW 117<sup>th</sup> Avenue between NW 25<sup>th</sup> Street and NW 34<sup>th</sup> Street, including design of the intersection of NW 117<sup>th</sup> Avenue and NW 34<sup>th</sup> Street.
- Continue with the Public Works Department permitting process.
- Complete the design process of the Doral Arts District.
- Complete the design process for the Citywide Sidewalk Improvements Phase III.
- Complete the design phase for Section 8 Traffic Calming project.
- Complete the design phase for pavement marking high emphasis on pedestrian crosswalks around the City.
- Complete the design process for milling and resurfacing based on the 5-year pavement marking study report.
- Complete the design process for new traffic signal at the NW 50<sup>th</sup> Street and NW 112<sup>th</sup> Avenue intersection.
- Complete the design process for the new traffic signal at the NW 33<sup>rd</sup> Street and NW 92<sup>nd</sup> Avenue intersection.
- Complete the citywide design process for green emphasis pavement markings associated with bicycle lanes and "Sharrows".

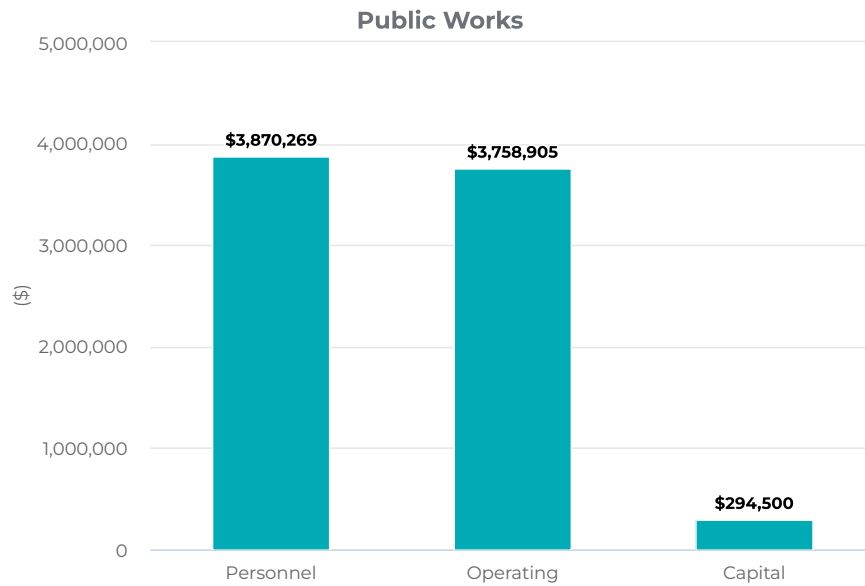


**PUBLIC WORKS STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>ADOPTED FY 24-25</b>	<b>ASSOCIATED COST</b>
Public Safety: Transportation Fund & PTP Fund	Milling and resurfacing plan	\$ 200,000.00
	NW 117 Ave. (25 - 34 St.) Roadway Improvements	\$ 1,500,000.00
Transportation: Transportation Fund	Trolley Operation & Maintenance	\$ 656,000.00
	On-Demand Transit - Senior Program	\$ 350,000.00
	Other Studies (Traffic Calming Studies)	\$ 150,000.00
Transportation: People's Transportation Plan (PTP) Fund	Trolley Operation & Maintenance	\$ 4,000,000.00
	On-Demand Transit	\$ 490,000.00
Exceptional Service: PW General Fund	Parking Management Program	\$ 800,000.00
Exceptional Service: PW General Fund	Public Works Signature Events (outreach programs): Keep Doral Beautiful, Arbor Day, Adopt-a-Street, Earth Day, Adopt-a-Tree, etc..	\$ 33,500.00
	Sustainability Program	\$ 30,000.00
	Right-of-Way / Landscape Maintenance	\$ 600,000.00
Exceptional Service: PW General Fund	Catch Basin Maintenance Program: Outsource	\$ 250,000.00
	Catch Basin Maintenance Program: In-House	\$ 169,803.00
	Street Sweeping	\$ 175,000.00
	Canal Maintenance	\$ 530,876.00
	Geo-Cell Web Cells Maintenance Program	\$ 50,000.00
	Floating Debris Removal	\$ 40,000.00
Public Safety: Stormwater Fund	Stormwater Improvements	\$ 1,000,000.00
<b>TOTAL</b>		<b>\$ 11,025,179</b>



## Public Works Budget Highlights



- **110-230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 7% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** – This account was decreased in comparison to the previous Fiscal Year as a result of the removal of the "Miscellaneous Permits" line item.
- **340 Contractual Services - Other** – This account was increased to account for the minimum wage increase in maintenance contracts, a slight increase in the Parking Management Program as a result of the Program's expansion, and the increase of the "Right-of-Way Swale/Median Landscape Maintenance" line item due to the completion of Phase II of the Doral Boulevard Median Landscape Improvements Project.

## Public Works Department Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	AMENDED* FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries							
	Public Works Director	1	1	1	1	1	\$ 181,762
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 181,762</b>
500.120 - Full Time Salaries							
	Assistant Public Works Director/ Chief of Engineering	1	0	0	0	0	\$ -
	Assistant Public Works Director	0	1	1	1	1	\$ 143,950
	Chief of Engineering	0	0	1	1	1	\$ 111,802
	Chief of Construction	1	1	1	1	1	\$ 122,352
	Service Award 5 yr						\$ 1,020
	Administrative Assistant	1	1	1	1	1	\$ 47,200
	Facility Manager	1	1	1	1	1	\$ 98,584
	Facility Maintenance Technician	5	5	5	5	5	\$ 244,181
	Service Award 5 yr						\$ 789
	Superintendent of Streets	1	1	1	1	1	\$ 92,639
	Project Engineer	1	1	1	1	1	\$ 73,401
	Project Inspector	2	2	2	2	2	\$ 148,692
	GSA/PW Project Coordinator	1	1	1	0	0	\$ -
	Sustainability Manager	0	0	0	1	1	\$ 97,273
	Permit Clerk	1	1	1	1	1	\$ 41,000
	Accounting Clerk/ Permit Clerk	1	1	1	1	1	\$ 51,064
	Crew Supervisor	2	2	3	2	2	\$ 128,409
	Service Award 10 yr						\$ 1,916
	Fleet Maintenance Supervisor	1	0	0	0	0	\$ -
	Fleet Maintenance Manager	0	1	1	1	1	\$ 96,323
	Auto Maintenance Technician <sup>2</sup>	2	2	2	3	4	\$ 188,704
	Service Award 5 yr						\$ 511
	Auto Maintenance Helper	1	0	1	0	0	\$ -
	Laborers I & II <sup>1</sup>	11	11	13	11	13	\$ 485,350
	Facility Maintenance Foreman	1	0	0	0	0	\$ -
	Facility Maintenance Coordinator	0	1	1	1	1	\$ 78,385
	Janitor	2	2	2	3	3	\$ 117,593
	Plans Reviewer	1	1	1	1	1	\$ 101,374
	Mail Clerk	0	1	1	1	1	\$ 45,662
	Irrigation System Technician	0	0	0	1	1	\$ 42,962
	Parking Operations Supervisor	0	0	0	1	1	\$ 76,266
	Incentive						\$ 25,755
	<b>Full Time Salaries Total</b>	<b>37</b>	<b>37</b>	<b>42</b>	<b>42</b>	<b>45</b>	<b>\$ 2,663,155</b>
500.130 - Other Salaries							
	P/T Mail Clerk	1	0	0	0	0	\$ -
	Auto Maintenance Helper	0	1	0	0	0	\$ -
	Laborer I <sup>1</sup>	0	0	0	0	1	\$ 23,062
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>\$ 23,062</b>
	<b>TOTAL</b>	<b>39</b>	<b>39</b>	<b>43</b>	<b>43</b>	<b>47</b>	<b>\$ 2,867,979</b>

<sup>1</sup> FY 2024-25 NEW POSITION - (2) Laborer I & (1) Laborer I P/T

<sup>2</sup> FY 2024-25 NEW POSITION - Auto Maintenance Technician



## 0018000 - PUBLIC WORKS

	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
	FY 2021-22	FY 2022-23	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>0018000 - PUBLIC WORKS REVENUE</b>								
313700 - FRANCHISE FEES - SOLID WASTE	1,812,140	2,047,104	1,800,000	1,800,000	2,018,879	2,000,000	2,000,000	2,000,000
313900 - FRANCHISE FEES - BUS BENCH ADS	70,227	10,938	10,000	10,000	32,226	50,000	50,000	50,000
329402 - PW-PLATTING PERMIT FEES	19,950	17,100	25,000	25,000	4,550	10,000	10,000	10,000
329700 - PUBLIC WORKS PERMITS	353,566	141,073	100,000	100,000	198,503	180,000	150,000	150,000
337500 - GRANT	18,449	0	0	0	0	0	0	0
344500 - PARKING OPERATIONS	0	0	1,125,000	1,125,000	880,128	850,000	1,125,000	1,125,000
359102 - FINES - PARKING VIOLATIONS	0	0	545,000	545,000	294,318	250,000	300,000	300,000
<b>0018000 - PUBLIC WORKS REVENUE Total</b>	<b>2,274,332</b>	<b>2,216,215</b>	<b>3,605,000</b>	<b>3,605,000</b>	<b>3,428,604</b>	<b>3,340,000</b>	<b>3,635,000</b>	<b>3,635,000</b>
<b>Grand Total</b>	<b>2,274,332</b>	<b>2,216,215</b>	<b>3,605,000</b>	<b>3,605,000</b>	<b>3,428,604</b>	<b>3,340,000</b>	<b>3,635,000</b>	<b>3,635,000</b>



	ADOPTED		AMENDED		YTD*	YEAR-END		
	ACTUAL	ACTUAL	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	150,361	170,917	168,701	168,701	158,131	168,701	186,794	181,762
500120 - FULL TIME SALARIES	1,622,916	1,951,927	2,200,651	2,200,651	1,962,532	2,200,651	2,513,049	2,476,735
500125 - COMPENSATED ABSENCES	30,098	24,925	83,114	83,114	20,736	83,114	95,260	93,783
500130 - OTHER SALARIES	11,194	0	0	0	0	0	23,838	23,062
500140 - OVERTIME	11,829	14,200	10,000	10,000	28,676	10,000	20,000	20,000
500210 - FICA & MICA TAXES	135,487	159,907	187,877	187,877	159,850	187,877	216,398	213,099
500220 - RETIREMENT CONTRIBUTION	203,201	238,141	276,455	276,455	244,284	276,455	316,841	311,924
500230 - LIFE & HEALTH INSURANCE	448,347	512,443	575,990	575,990	505,861	575,990	550,311	549,904
<b>PERSONNEL Total</b>	<b>2,613,433</b>	<b>3,072,459</b>	<b>3,502,788</b>	<b>3,502,788</b>	<b>3,080,070</b>	<b>3,502,788</b>	<b>3,922,491</b>	<b>3,870,269</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	85,304	8,056	68,000	145,214	37,426	15,500	59,250	59,250
500340 - CONTRACTUAL SERVICES - OTHER	741,930	741,843	1,718,800	1,826,300	1,382,583	1,528,286	1,897,800	1,897,800
500400 - TRAVEL & PER DIEM	7,910	7,584	12,220	12,220	7,024	11,661	13,220	13,220
500410 - COMMUNICATION & FREIGHT	1,502	1,605	1,450	1,950	1,937	1,950	1,950	1,950
500430 - UTILITY SERVICES	152,736	222,957	268,375	268,375	217,765	263,200	277,125	277,125
500440 - RENTALS & LEASES	11,783	12,289	17,500	17,500	4,998	16,065	17,500	17,500
500460 - REPAIR & MAINT - OFFICE EQUIP	99,237	155,984	243,350	251,065	178,606	240,250	249,250	249,250
500461 - REPAIR & MAINT - VEHICLES	164,521	195,663	209,000	208,650	198,507	202,000	202,500	202,500
500465 - REPAIR & MAINT - BODY SHOP REP	165,347	127,455	180,000	180,000	91,747	171,977	180,000	180,000
500470 - PRINTING & BINDING	462	329	1,000	1,000	210	1,000	1,000	1,000
500480 - PROMOTIONAL ACTIVITIES	571	491	1,500	1,500	1,500	1,500	1,500	1,500
500510 - OFFICE SUPPLIES	1,236	1,227	2,500	2,500	2,437	2,441	2,500	2,500
500520 - OPERATING SUPPLIES	156,441	158,004	208,200	314,480	242,188	194,892	218,200	218,200
500521 - OPERATING SUPPLIES - FUEL	-15,276	0	0	0	0	0	0	0
500522 - OPERATING SUPPLIES - VEHICLES	646,842	622,869	610,000	610,000	592,210	607,597	610,000	610,000
500530 - ROAD MATERIAL SUPPLIES	12,748	19,793	15,000	15,000	12,744	14,500	15,000	15,000
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	10,241	17,226	11,385	22,935	22,344	11,390	12,110	12,110
<b>OPERATING Total</b>	<b>2,243,535</b>	<b>2,293,374</b>	<b>3,568,280</b>	<b>3,878,689</b>	<b>2,994,225</b>	<b>3,284,209</b>	<b>3,758,905</b>	<b>3,758,905</b>
<b>CAPITAL OUTLAY</b>								
500631 - IMPRV - STREET BEAUTIFICATIONS	488,427	1,497,673	0	93,497	42,030	93,497	0	0
500633 - IMPRV - STREET	0	14,710	0	256,500	0	698,000	0	0
500640 - CAPITAL OUTLAY - OFFICE	17,492	29,007	0	225,260	177,402	201,760	0	0
500641 - CAPITAL OUTLAY - VEHICLES	54,731	241,943	0	206,591	112,591	0	259,500	259,500
500650 - CONSTRUCTION IN PROGRESS	320,183	12,334	35,000	210,133	19,972	33,489	35,000	35,000
<b>CAPITAL OUTLAY Total</b>	<b>880,832</b>	<b>1,795,667</b>	<b>35,000</b>	<b>991,982</b>	<b>351,995</b>	<b>1,026,746</b>	<b>294,500</b>	<b>294,500</b>
<b>Grand Total</b>	<b>5,737,799</b>	<b>7,161,500</b>	<b>7,106,068</b>	<b>8,373,458</b>	<b>6,426,290</b>	<b>7,813,743</b>	<b>7,975,896</b>	<b>7,923,674</b>

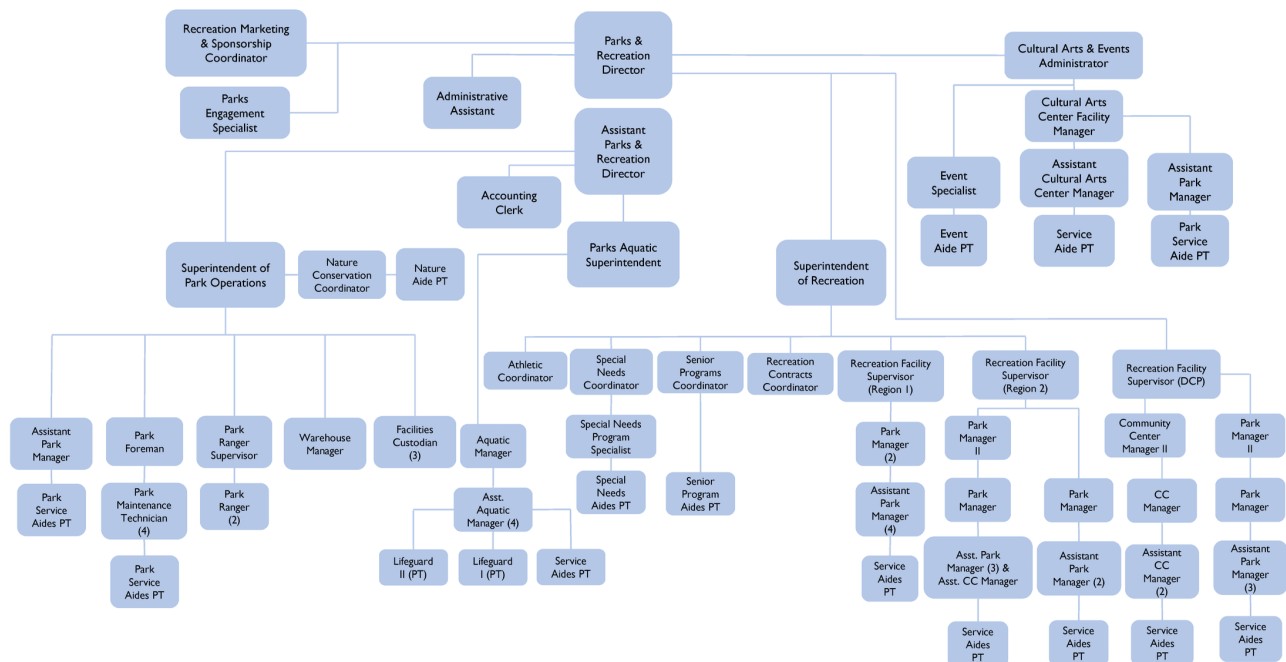




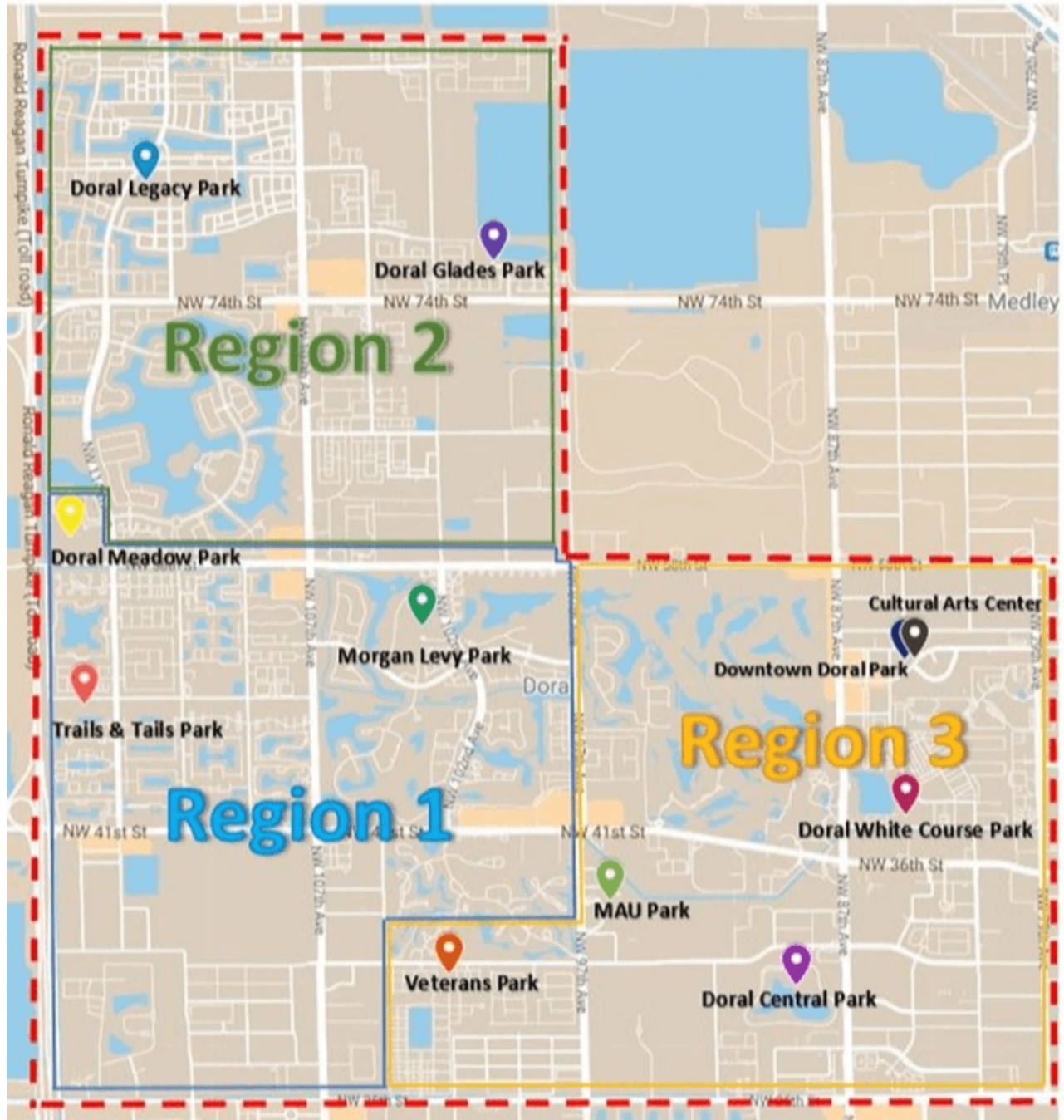
# Parks & Recreation Department

The Parks and Recreation Department improves the quality of life by providing facilities, services, and programs that meet emotional, social, and physical needs. The Parks & Recreation Department currently operates and maintains ten parks, a cultural arts center and more than 5 miles of off-road shared-use trails. The department will continue to grow with the renovation of Doral Central Park, which is scheduled to be fully completed by December 2024 (Phase 4). Currently, the City's parks receive over 1,000,000 visitors a year. The City's parks provide a great variety of amenities for every age and lifestyle, including: community centers, a cultural arts center, lighted artificial turf sports fields, indoor/outdoor basketball courts, tennis courts, volleyball courts, bikeways, jogging trails, exercise stations, batting cages, shaded playgrounds, dog-friendly off-leash areas and covered pavilions/picnic tables available for party rentals, to name a few. Parks offer clean, safe and secure facilities for patrons to play, and natural areas for everyone to enjoy. With the addition of Doral Glades park, the Department also offers nature amenities such as an educational nature center, boardwalk/nature trail, fishing piers and a kayak launch in the lake with wetland areas. The Department plans, organizes, and coordinates over 20 city-wide special events. It also offers over 30 cultural events and activities throughout the year with attendance ranging between 30 participants for workshops and 200-2,000 patrons for the larger cultural events.

## Organizational Chart



## Parks & Recreation Region Map



# Parks & Recreation Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

## **Facilities**

- Opened first half of Doral Central Park (Phase 2/3) on August 24, 2024
- Completed the resealing & restriping of Morgan Levy Park & Doral Meadow Park parking lots
- Converted Doral Glades Park Tennis courts into 6 dedicated pickleball courts

## **Cultural Arts & Events**

- Successfully established the Cultural Arts Division within the Parks & Recreation Department
- Developed a comprehensive schedule of cultural events for all ages, including monthly programs like Art After Dark and Spanish Storytime
- Introduced Cultural Nights to the monthly calendar, achieving increasing community attendance, with 250 attendees during the May event
- Engaged the community through a variety of art exhibits promoting artistic expression and cultural enrichment. Notably, the International Women's Art Exhibit featured 40 artists and attracted over 1,000 attendees during its 4-week run
- Worked with the Parks Marketing and Sponsorship Coordinator to increase sponsor participation, resulting in enhanced support for cultural events.
- Continued offering signature events that provide personal growth opportunities and community building
- Provided a platform for local artists through events and exhibits, fostering local cultural appreciation. Remarkably, it showcased the work of 22 Doral artists in the Doral Resident Art Exhibit
- Conducted 12 Interactive Art Classes with an average attendance of 30 children per class, promoting artistic skills development among children
- Expanded workshop offerings to include 15 new classes, accommodating diverse age groups and skill levels. These classes included:
  - Stop motion animation workshop
  - Collage workshop
  - The Art of Emotions workshop
  - Painting Classes with Miami International Fine Arts
  - Poetry workshop
  - Teen Comic & Cartooning workshop
  - Human Figure Drawing Class
- Collaborated with local Cultural Arts Organizations, including Miami International Fine Arts (MiFa), Storyteller Lismar Marcano, Hispanic Coalition, Latinos Unidos, HISPFA Fest, and The Bright Foundation, to offer the community a diverse array of cultural arts experiences. This partnership resulted in a wide range of events, such as art exhibits, art classes, poetry nights, and other cultural activities, significantly enriching the community's cultural environment and fostering greater community involvement and appreciation for the arts
- Secured a grant of \$22,588 from the Florida Department of State - Division of Arts & Culture, supporting the expansion and enhancement of the department's cultural initiatives and programs
- Organized and hosted an additional Miami Symphony Orchestra concert during the holiday season, securing sponsorship from Loud & Live, and providing the community with an enhanced cultural experience
- Developed a comprehensive Cultural Arts Policy and Plan for the City in partnership with Cultural Arts Consultant, Bibi Baloyra, establishing a clear framework and vision for cultural programming and public art
- Hosted a new Holiday Bazaar, an artisan market featuring over 40 local vendors selling unique and artisanal holiday gifts
- Celebrated the Grand Opening of Doral Central Park Phases 2 & 3 with a highly successful community event. This milestone event featured various activities and entertainment, highlighting the park's new amenities and fostering community spirit and engagement
- Organized a Hispanic Heritage Celebration at the park in collaboration with various institutions, featuring vibrant folkloric dances representing diverse Hispanic countries. This event revitalized community diversity and fostered stronger connections among residents, celebrating shared heritage and promoting cultural understanding

## **Sponsorship**

Sponsorship is not only important for the City but also for the businesses in the community. Obtaining sponsorship helps the City offset the cost of an event/activity by collecting revenue. However, it also allows the City to develop strong partnerships with local businesses that make the community aware of businesses and services in their area and benefit the City by establishing multi-event sponsorship opportunities.

- Parks Marketing & Sponsorship Coordinator secured both cash and in-kind sponsorship for signature special events, cultural, and small-scale events. Also, they worked to secure sponsorship for Silver Club, Special Needs, and Sports Programs



- Created a presenting sponsorship Package with Downtown Doral for the amount of \$27,000
- Prior to the hiring of the sponsorship coordinator, the Parks Sponsorship Coordinator successfully secured a total of \$53,371 in cash sponsorship and \$93,710 in in-kind sponsorship (October 2023-March 2024)

### **Marketing**

- Successfully promoted programs and events through targeted marketing campaigns, resulting in higher attendance and participation for Doral residents and non-residents
- Used social media & email blasts to create community engagement and awareness about parks, event happenings & recreational activities
- Effectively marketed special and cultural events, attracting larger crowds and enhanced the city's cultural appeal
- Formed partnerships with local businesses and sponsors through strategic marketing collaborations, expanding the reach and impact of Parks & Recreation in Doral

### **Recreation Programs**

- Additional Programming and Camps
  - Mind Body Social has expanded to offer Wellness Wednesday, Zumba (two times), and VXN monthly. They will also begin offering Zumbini classes and, if successful, will be added on a rotating basis with other programming
  - Adult and Teen Tai-Chi is now offered twice a week at Morgan Levy Park
  - We had a successful Mental Health Awareness Month in May with a variety of new offerings at various locations, including FitCamp Doral, Zumba, Art Therapy, Sound Bath Meditation and Full Moon Yoga
  - Successful tournaments for table tennis and both tennis providers
  - New Start Smart Program – Move and Play! had 100% satisfaction rate and met capacity registration each session
  - United Martial Arts taekwondo began offering programming weekly at Doral Legacy Park
- Increased Recreation Programs by 39% while also maintaining a 96% satisfaction on surveys for in-house and contracted programs.

### **Contracted Sports**

- Both soccer providers had successful seasons, including multiple championships!
- Doral Beach Tennis Club has increased registration numbers and has participated in several off-site tournaments this year.

### **Students In Action**

- Added an additional 480 volunteers to the Student In Action database. Virtual Orientations have allowed volunteers to become acclimated to the program quickly while also maintaining bi-annual in-person orientations.
- Students In Action volunteers are projected to finish the fiscal year with over 10,000 volunteer hours. The department is projected to finish with a 30% increase from last fiscal year!

### **Senior Programs (The Silver Club)**

The Silver Club is extremely important and beneficial for the senior population in the community. It provides them with a place and a club that offers social and educational events and companionship for senior citizens

- Continued and expanded programs for seniors to keep them physically and mentally active
  - Tai-Chi- Beginner, Intermediate and Advanced
  - Yoga - Beginner and Advanced
  - Jazzercise
  - Bingos
  - Seminars
  - Art
  - Jewelry
  - Trips and Tours
- Exceeded a 95% satisfaction rate for all activities
- Partnered with Baptist and offered monthly Zumba Classes specifically for our Silver Club
- Continued registration process to ensure Doral residents get priority in activities
- Added additional Seminars throughout the Fiscal Year
- Implemented a monthly nature craft class
- Partnered with Avmed to offer monthly birthday celebrations
- Added two new programs
  - Fall Prevention and Fall Management two classes a week
  - Meditation, breathing and QIGong once a week
- We started our walking club program
- Increased capacity for bingo and socials to 100 participants



### **Special Needs Programs**

Special Needs Programs are vital and beneficial for the special needs population in the community. The City's program is structured to instill confidence, develop social and life skills, increase attention span, and improve fine and gross motor abilities.

- The Special Olympics Program won a silver medal in softball skills, gold and bronze medals in Matchplay Tennis, and gold, silver, and bronze medals in Individual Skills in the sports of basketball, tennis and soccer
- Created social activities/events for participants
- Implemented a monthly nature craft class
- Offered a Special Needs Summer Camp
- Implemented an Adult Day Training Program
- Implemented a Drum Circle for parents and siblings of individuals with special needs
- Continued programming in person in a safe and effective manner
  - Feel the Beat
  - Special Olympics Program
  - Martial Arts
  - Music

### **Youth & Adult Programs**

- Conducted two (2) Adult Sports captains meetings (soccer & basketball) that resulted in zero incidents, unsportsmanlike infractions, and altercations during both seasons. Reduction from previous season
- Increased volunteer coaches by 15% across all youth sports
- Achieved a 90% or higher satisfaction rating on all youth sports surveys
- Increased Cheer & Baseball registration by 10% from the previous year
- Added a Special Olympics basketball division to the YBL Spring 2024 season
- Added an additional YFFL(youth flag football) league with 60 participants

### **PARKS & RECREATION DEPARTMENT ACTIVITY REPORT**

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Morgan Levy Park Attendance	346,683	372,845	350,000	350,000
Doral Meadow Park Attendance	425,619	469,323	450,000	450,000
Trails & Tails Park Attendance	195,839	205,831	160,000	160,000
Doral Legacy Park Attendance	572,059	587,052	590,000	590,000
Doral Glades Park Attendance	183,994	193,276	200,000	200,000
White Course Park Attendance	-	121,192	130,000	130,000
Cultural Arts Center/ Downtown Doral Park Attendance	-	88,703	150,000	150,000
Cash Sponsorship Totals	\$ 16,325.00	\$ 84,625.00	Moved to Public Affairs	Moved to Public Affairs
Satisfaction rate (Events, Programs, Facilities)	99%	99%	99%	99%
Volunteer hours	2,899	7,998	10,398	10,500





## **Parks & Recreation Objectives for FY 2025**

The goal of the Parks & Recreation Department's FY 24-25 budget is to continue providing quality recreational programming and events, as well as, maintaining parks facilities at an excellent standard. Over the course of the last few fiscal years, the Parks & Recreation Department has worked hard to find ways to be more efficient and effective in the services provided. The Parks & Recreation Department will continue to adapt recreational services, events and facility use to comply with recommended safety guidelines and best practices to maintain the health, safety and satisfaction of all park users and park staff. The following objectives indicated below were developed to provide a description of the anticipated accomplishments of this department as they relate to the City Council's Budget Priorities and Strategic Goals.

### **Facilities**

- Complete the improvements to the interior of the Morgan Levy Park Restrooms
- Replace the lightning detection system at all parks to continue to ensure the parks are safe
- Replace the playground turf at Doral Legacy Park

### **Cultural Arts & Events**

- Develop a more robust marketing strategy to further increase community participation at Cultural Arts and Special Events
- Collaborate with the Public Affairs Sponsorship Coordinator to secure additional sponsors for community events, enhancing event quality and sustainability while fostering stronger community-business partnerships
- Initiate community-driven public art projects, such as murals or sculptures, to beautify public spaces and foster community pride
- Plan and host an annual cultural arts festival featuring local artists, performances, and interactive activities.
- Establish a systematic feedback mechanism through post-program surveys to gather participant insights and evaluate the effectiveness of the cultural arts initiatives. Utilize this feedback to enhance program quality, improve participant satisfaction, and ensure offerings align closely with community preferences and expectations
- Restore large-scale events at Doral Central Park, such as the Holiday Celebration, Eggstravaganza, Camping Under the Stars, and Independence Day Celebration
- Host one of the Miami Symphony Orchestra Concerts at the new Amphitheater in Doral Central Park to diversify the audience base
- Develop, strategize, and execute innovative special events at Doral Central Park, including a Tropical Luau Night, National Water Safety Month Awareness initiatives, and Aquatic Nights

### **Sponsorship**

- Improve community engagement through increased attendance at events and higher interaction on social media platforms by implementing targeted engagement strategies
- Keep promoting health programming and the benefits of parks & recreation activities and programming, aiming to increase awareness and participation.
- Enhance the department's digital presence and brand's identity through consistent messaging across all marketing channels
- Collaborate with the Marketing Coordinator in Public Affairs to continue receiving sponsorship for parks activities

### **Sports**

- Conduct (2) coaches' clinics – one for basketball & one for flag football
- Add (1 or 2) additional adult sports leagues (either basketball, soccer or flag football)
- Recruit & certify 5 new coaches (NAYS – National Association of Youth Sports) for YBL
- Increased Doral Broncos Football teams to (4)
- Increase the number of team parents per team
- Create fundraising opportunities for Doral Broncos
- Start a travel Flag Football Team

### **Programs**

- Assist with implementation of new programs in the city's parks and community centers
- Complete Bids for Recreational Programs
- Offer successful programming, sports and camps while increasing registration numbers by 10% and maintaining excellent satisfaction surveys of 94% or above
- Improve the onboarding and training process for new hires
- Improve the tennis and pickleball reservation system and experience for residents
- Increase department's revenue in sports, programs, camps and rentals by 15%
- Revamp the volunteer registration process and volunteer hours confirmation online and increase efficiency in the program



### **Senior Programs (The Silver Club)**

- Offer at least one new Silver Club Program
  - Ideas:
    - Computer Classes
    - English Classes
- Set-up Domino Tournament for Silver Club
- Continue to meet or exceed a 95% user satisfaction rate in all our activities

### **Special Needs Programs**

- Strengthen our Special Olympics Sports Program by working with more specialized instruction
- Implement one (1) new sport for the Special Olympics Team
- Implement an Art program

### **Other**

- Parks Bond Projects:
  - Continue to work with the contractor and Capital Division to complete the construction of Doral Central Park Phase 4, scheduled to be completed by end of December 2024. Opening to the public in January 2025
- Implement Online Facility Rentals through the Parks & Recreation Software
- Create and conduct more staff training to achieve better customer service and continually provide professional development for staff. Training may include customer service “The Doral Way”, department history, department rules and regulations, safety and CPR/ first aid
- Award vendor and begin working on the Parks System Master Plan Update
- Work with Procurement to issue solicitations for the management of the Doral Central Park Amphitheater and the 2<sup>nd</sup> floor Café at Doral Central Park

### **PARKS & RECREATION STRATEGIC PRIORITIES**

<b>STRATEGIC PRIORITIES</b>	<b>ADOPTED FY 2024-25</b>	<b>ASSOCIATED COST</b>
Continue to expand and offer diverse cultural programming	Increase and diversify programming and events offered and work with partnerships to bring elevated activities to the community through the Cultural Center and Doral Central Amphitheater	Salaries + \$253,200 (cultural events and programming)
Increase community Programming ( <i>Senior Citizens &amp; Special Needs</i> )	Increase and diversify programming offered, specifically focusing on senior citizens and special needs populations to allow more opportunities for residents to participate in a variety of activities	\$375,625
Update the Parks System Master Plan	Advertise a solicitation to award a firm to complete the parks system master plan update and kick off project	\$270,000 (rolled over from FY 23-24)
Completion of Parks Bond Projects	Complete Phase 4 construction for Doral Central Park by December 2024	Parks Bond + Staff Time
	Complete the design documents for lighting of additional trails and advertise solicitation for construction of lighting of trails	
<b>TOTAL</b>		<b>\$ 898,825</b>





## Parks & Recreation Budget Highlights



- **110-230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation. A vacancy trend adjustment savings of 8% has been applied as not all positions will be filled 52 weeks per year.
- **310 Professional Services** – Funding is allocated to temporarily hire an aquatic company to staff lifeguards in case there is a lifeguard shortage and the City is unable to adequately hire them. This aims at limiting the negative impact on operations.
- **340 Contractual Services – Other** – This account increased due to additional programs for seniors and special needs, as well as funding to move large signature events back to Doral Central Park.
- **430 Utility Services** – Funds increased to account for Doral Central Park being fully operational outside, and the community center and aquatic facility being operational for 9 months.
- **440 Rentals & Leases** – This account increased due to Special Events costs with events returning back to Doral Central Park.
- **460 Repair & Maintenance** – This account increased due to Doral Central Park landscaping and an increase in pricing with the new landscaping contract being awarded at the end of current FY 23-24.
- **480 Promotional Activities** – Budgeted funds increased in this account due to an increase in special events.
- **490 Other Current Charges** – This account increased due to funding increases for special events, senior and special needs programming. Expenses also increased related to Doral Central Park re-opening and the digital signage license for park-wide signage displays.
- **494 Cultural Arts Program** – Increases in this account are due to the addition of budgeted funds for additional cultural arts programming to be held at the cultural arts center.
- **520 Operating Supplies** – This account increased due to staffing uniforms for additional staff being hired for Doral Central Park as well as park expenses. Funding also increased due to special events increasing in scope as they return to Doral Central Park.
- **540 Dues / Subscriptions / Memberships** – This account increased for lifeguard training and certifications.
- **634 - Capital Outlay- Improvements** – Funding is budgeted for multiple park improvement projects such as: painting and replacement of wooden louvers on Veteran's Park pavilion, replacement of Morgan Levy Basketball backboards and boardwalk lighting at Doral Glades Park.
- **641 Capital Outlay - Vehicles** – Funding is budgeted for the purchase of an electrical stacker forklift for the parks warehouse and additional funding to purchase the replacement Parks Bus which is included in the FY 23-24 budget, however, prices have increased, and additional funding is needed.



# Parks & Recreation Department Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries	Parks & Recreation Director	1	1	1	1	1	\$ 167,643
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 167,643</b>
500.120 - Full Time Salaries	Assistant Parks & Recreation Director	1	1	1	1	1	\$ 118,568
	Administrative Assistant	1	1	1	1	1	\$ 47,200
	Recreation Administrator	1	0	0	0	0	\$ -
	Superintendent of Recreation	0	1	1	1	1	\$ 79,690
	Parks Operations Administrator	1	0	0	0	0	\$ -
	Superintendent of Parks Operations	0	1	1	1	1	\$ 89,405
	Recreation Facility Supervisor	2	0	0	3	3	\$ 220,256
	Recreation Facility Manager	0	3	3	0	0	\$ -
	Recreation Program Coordinator	2	2	2	0	0	\$ -
	Recreation Contracts Coordinator	0	0	0	1	1	\$ 63,654
	Cultural Arts & Events Administrator	0	0	0	1	1	\$ 84,693
	Special Needs Coordinator <sup>4</sup>	1	1	1	0	1	\$ 59,769
	Senior & Special Needs Coordinator <sup>2</sup>	0	0	0	1	0	\$ -
	Senior Programs Coordinator <sup>2</sup>	0	0	0	0	1	\$ 66,019
	Special Events Coordinator	1	1	1	0	0	\$ -
	Event Specialist	1	1	1	1	1	\$ 50,810
	Cultural Event Specialist	1	1	1	0	0	\$ -
	Cultural Arts Center Facility Manager	0	0	0	1	1	\$ 73,022
	Athletics Coordinator	1	1	1	1	1	\$ 75,219
	Park Manager	4	0	0	5	5	\$ 261,464
	Park Supervisor	0	5	5	0	0	\$ -
	Parks Foreman	1	1	1	1	1	\$ 57,729
	Assistant Park Manager	11	0	0	14	14	\$ 632,202
	Service Award 15 yr						\$ 4,420
	Assistant Park Supervisor	0	14	15	0	0	\$ -
	Community Center Manager I <sup>1</sup>	1	0	0	0	1	\$ 45,240
	Community Center Supervisor	0	1	1	0	0	\$ -
	Park Manager II	0	0	0	2	2	\$ 101,476
	Assistant Community Center Manager <sup>1</sup>	1	0	0	1	3	\$ 124,050
	Assistant Community Center Supervisor	0	1	1	0	0	\$ -
	Special Needs Program Specialist	1	1	1	1	1	\$ 63,355
	Accounting Clerk	1	1	1	1	1	\$ 46,726
	Parks Maintenance Technician <sup>1</sup>	2	3	3	3	4	\$ 214,196
	Recreation Marketing & Sponsorship Coordinator	1	1	1	1	1	\$ 61,895
	Nature Facility Manager	1	0	0	0	0	\$ -
	Nature Facility Center Supervisor	0	1	1	0	0	\$ -
	Nature Conservation Coordinator	0	0	0	1	1	\$ 65,665
	Park Ranger	0	2	2	2	2	\$ 83,416
	Assistant Cultural Art Center Manager	0	1	1	1	1	\$ 46,746
	Park Ranger Supervisor	0	0	0	1	1	\$ 50,496
	Parks Aquatic Superintendent	0	0	0	1	1	\$ 77,050
	Community Center Manager II	0	0	0	1	1	\$ 51,385
	Facilities Custodian <sup>1</sup>	0	0	0	1	3	\$ 85,179
	Parks Engagement Specialist	0	0	0	1	1	\$ 59,966
	Aquatics Manager <sup>1</sup>	0	0	0	0	1	\$ 51,698
	Assistant Aquatics Manager <sup>1</sup>	0	0	0	0	4	\$ 180,960
	Warehouse Manager <sup>1</sup>	0	0	0	0	1	\$ 41,470
	<b>Full Time Salaries Total</b>	<b>37</b>	<b>46</b>	<b>47</b>	<b>51</b>	<b>64</b>	<b>\$ 3,435,089</b>
500.130 - Other Salaries	Park Service Aides Part Time <sup>3</sup>	0	0	0	0	0	\$ 3,149,716
	<b>Other Salaries Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ 3,149,716</b>
	<b>TOTAL</b>	<b>38</b>	<b>47</b>	<b>48</b>	<b>52</b>	<b>65</b>	<b>\$ 6,752,448</b>

\* AMENDED FY 2019-20 - This column reflects any mid-year change to budgeted positions

<sup>1</sup>FY 2024-25 NEW POSITION - Associated to Doral Central Park Opening

<sup>2</sup>FY 2024-25 RECLASSIFIED - Senior & Special Needs Coordinator to Senior Programs Coordinator

<sup>3</sup>Other Salaries - Pool of funds; not tied to a number of positions

<sup>4</sup>FY 2024-25 NEW POSITION - Special Needs Program Coordinator



## 0019000 - PARKS &amp; RECREATION

	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>0019000 - PARKS &amp; RECREATION REVENUE</b>								
334700 - STATE-CULTURAL FACILITY GRANT	8,640	25,920	0	0	22,588	25,000	0	0
347200 - RECREATION FEES	133,166	141,829	120,000	120,000	107,735	120,000	150,000	150,000
347201 - RECREATION - RENTALS	298,543	335,605	300,000	300,000	422,533	300,000	450,000	450,000
347202 - RECREATION - BRONCO REGIS.	34,628	36,150	18,000	18,000	36,375	18,000	35,000	35,000
347203 - RECREATION-CONCESSIONS	5,530	6,915	8,000	8,000	6,900	8,000	12,000	12,000
347204 - RECREATION-TAXABLE SALES	781	644	1,000	1,000	327	1,000	700	700
347400 - RECREATION - SPECIAL EVENTS	31,820	47,480	50,000	50,000	53,556	50,000	60,000	60,000
347401 - RECREATION - SPONSORSHIPS	56,965	63,825	95,000	95,000	115,571	95,000	0	0
347402 - RECREATION - CAMPS	108,026	163,853	110,000	110,000	124,732	110,000	180,000	180,000
347403 - RECREATION - TENNIS	68,046	60,340	70,000	70,000	58,827	70,000	70,000	70,000
347404 - RECREATION - SOCCER	264,680	264,953	265,000	265,000	222,943	265,000	265,000	265,000
347405 - RECREATION-COMMUNITY CENTER	174,627	178,632	175,000	175,000	174,461	175,000	435,000	435,000
347406 - RECREATION-TRAINING	300	150	300	300	150	300	300	300
347407 - RECREATION-BASEBALL	36,763	36,905	35,000	35,000	18,245	35,000	35,000	35,000
347408 - RECREATION-AQUATIC FACILITY	0	0	0	0	0	0	292,000	292,000
347500 - AMPHITHEATER	0	0	0	0	0	0	60,000	60,000
347900 - SPONSORSHIP NAMING RIGHTS	0	0	175,000	175,000	175,000	175,000	175,000	175,000
366000 - PRIVATE GRANTS & CONTRIBUTIONS	5,781	500	0	0	10,000	0	0	0
369104 - MAU PARK	7,000	7,000	7,000	7,000	0	7,000	7,000	7,000
369400 - MISC.PARK FEES	1,900	1,650	1,000	1,000	900	1,000	1,000	1,000
<b>0019000 - PARKS &amp; RECREATION REVENUE Total</b>	<b>1,237,196</b>	<b>1,372,351</b>	<b>1,430,300</b>	<b>1,430,300</b>	<b>1,550,843</b>	<b>1,455,300</b>	<b>2,228,000</b>	<b>2,228,000</b>
<b>Grand Total</b>	<b>1,237,196</b>	<b>1,372,351</b>	<b>1,430,300</b>	<b>1,430,300</b>	<b>1,550,843</b>	<b>1,455,300</b>	<b>2,228,000</b>	<b>2,228,000</b>



	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
	FY 2021-22	FY 2022-23	BUDGET	BUDGET	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
<b>PERSONNEL</b>								
500111 - ADMINISTRATIVE SALARIES	118,176	131,660	149,819	149,819	144,429	149,819	169,410	167,643
500120 - FULL TIME SALARIES	1,829,748	1,865,457	2,350,927	2,350,927	1,882,349	2,350,927	3,212,409	3,160,282
500125 - COMPENSATED ABSENCES	43,407	33,496	89,409	89,409	25,772	89,409	121,306	119,365
500130 - OTHER SALARIES	770,562	1,273,722	1,839,000	1,839,000	1,515,872	1,839,000	3,149,716	3,149,716
500140 - OVERTIME	45,496	49,754	40,000	40,000	53,665	40,000	40,000	40,000
500210 - FICA & MICA TAXES	211,220	253,006	332,146	332,146	273,896	332,146	492,613	497,224
500220 - RETIREMENT CONTRIBUTION	226,554	237,210	297,568	297,568	259,643	297,568	403,711	397,252
500230 - LIFE & HEALTH INSURANCE	472,984	524,616	581,752	581,752	477,854	581,752	726,625	726,083
<b>PERSONNEL Total</b>	<b>3,718,147</b>	<b>4,368,920</b>	<b>5,680,621</b>	<b>5,680,621</b>	<b>4,633,480</b>	<b>5,680,621</b>	<b>8,315,790</b>	<b>8,257,565</b>
<b>OPERATING</b>								
500310 - PROFESSIONAL SERVICES	14,130	24,630	246,000	298,049	19,290	298,049	303,667	303,667
500340 - CONTRACTUAL SERVICES - OTHER	372,376	422,500	618,904	618,904	523,215	618,904	831,238	1,145,238
500400 - TRAVEL & PER DIEM	7,231	7,558	10,870	10,870	7,783	10,870	13,245	13,245
500410 - COMMUNICATION & FREIGHT	9,750	10,072	10,900	10,900	8,925	10,900	11,800	11,800
500430 - UTILITY SERVICES	305,841	373,730	449,985	449,985	289,406	449,985	1,049,873	1,049,873
500440 - RENTALS & LEASES	134,653	160,241	236,620	271,700	207,698	236,620	286,380	286,380
500460 - REPAIR & MAINT - OFFICE EQUIP	557,241	660,790	1,079,437	1,084,312	754,409	1,084,312	1,893,445	1,893,445
500461 - REPAIR & MAINT - VEHICLES	0	0	4,500	4,500	157	4,500	4,500	4,500
500470 - PRINTING & BINDING	38,938	40,183	52,551	52,551	34,937	52,551	53,301	53,301
500480 - PROMOTIONAL ACTIVITIES	30,866	27,877	42,400	42,400	38,641	42,400	66,200	66,200
500490 - OTHER CURRENT CHARGES	240,735	262,204	442,524	442,524	349,437	442,524	608,098	608,098
500494 - CURR.CHARGES - CULTURAL EVENTS	94,107	103,281	168,500	168,500	167,220	168,500	253,200	253,200
500510 - OFFICE SUPPLIES	4,239	3,662	6,000	6,000	4,805	6,000	8,000	8,200
500520 - OPERATING SUPPLIES	264,072	278,128	326,358	326,358	275,730	326,358	432,712	433,662
500521 - OPERATING SUPPLIES - FUEL	197	133	250	250	145	250	275	275
500540 - DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,879	8,300	12,613	12,613	5,288	12,613	28,015	28,015
<b>OPERATING Total</b>	<b>2,082,013</b>	<b>2,383,289</b>	<b>3,708,412</b>	<b>3,800,416</b>	<b>2,687,085</b>	<b>3,765,336</b>	<b>5,843,949</b>	<b>6,159,099</b>
<b>CAPITAL OUTLAY</b>								
500620 - CAPITAL - BUILDING	0	0	0	234,704	0	234,704	0	0
500634 - IMPROVEMENTS	0	0	30,000	30,000	19,825	30,000	33,000	33,000
500640 - CAPITAL OUTLAY - OFFICE	44,063	3,488	22,500	26,362	13,704	26,362	0	0
500641 - CAPITAL OUTLAY - VEHICLES	0	35,850	371,650	498,400	266,694	498,400	55,000	55,000
500650 - CONSTRUCTION IN PROGRESS	22,270	449,536	0	59,759	21,067	59,759	0	0
500656 - CAPITAL-CENTRAL PARK CIP	0	4,415,201	0	29,239,659	20,598,857	29,274,739	6,000,000	6,000,000
<b>CAPITAL OUTLAY Total</b>	<b>66,333</b>	<b>4,904,074</b>	<b>424,150</b>	<b>30,088,885</b>	<b>20,920,146</b>	<b>30,123,965</b>	<b>6,088,000</b>	<b>6,088,000</b>
<b>Grand Total</b>	<b>5,866,493</b>	<b>11,656,283</b>	<b>9,813,183</b>	<b>39,569,922</b>	<b>28,240,712</b>	<b>39,569,922</b>	<b>20,247,739</b>	<b>20,504,664</b>



---

## **OTHER FUNDS**

---



This Fund manages the local option gas tax revenues and 35% of State Revenue Sharing revenues, which must be utilized for transportation related items. County and Municipal governments shall only be allowed to utilize the proceeds of the 6-cent local option fuel tax for transportation improvement expenditures. The proceeds of the 3-cent local option fuel tax must be used for only those transportation expenditures needed to meet the requirements of the capital improvements element of an adopted comprehensive plan.

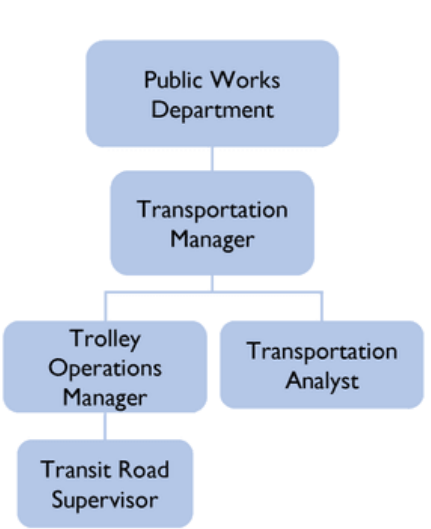
Section 336.025(7) of the Florida Statutes, define “transportation expenditures” to include those expenditures by the local government from local or state-share revenue sources, excluding expenditures of bond proceeds, for the following programs:



## Transportation Fund

- Public transportation operations and maintenance.
- Roadway and right of way maintenance and equipment and structures used primarily for the storage and maintenance of such equipment.
- Roadway and right-of-way drainage.
- Street lighting, traffic signs, traffic engineering, signalization, and pavement markings.
- Bridge maintenance and operation.
- Debt service and current expenditures for transportation capital projects in the foregoing program areas, including construction or reconstruction of roads.

## Organizational Chart



## **Transportation Fund Accomplishments for FY 2024**

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

### **Transportation/Traffic**

- Launched the expansion of the Freebee Senior On-Demand Pilot Program.
- Completed the School Traffic Operations Plan (TOP) Phase II Study.
- Completed the Section 8 Traffic Calming Study.
- Completed the Transportation Master Plan Update.
- Completed the School Speed Data Collection as part of the award of the School Zone Speed Detection Service Contract.
- Initiated the Traffic Signal Corridor Retiming Project.
- Initiated the Doral Transit Plan Update.
- Procured the City's new Trolley Operations and Management Contract.
- Procured the City's new On-Demand Transit Service Contract.
- Procured the purchase of eight (8) new trolley vehicles.
- Continued to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related projects.
- Continued to participate in the Miami-Dade TPO Boards and Meetings (TPC, TPTAC, TIP, and FTAC).
- Continued to serve as the liaison on the Doral Police and Traffic Relief Advisory Board.
- Continued the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments, including the calculation and collection of Roadway Impact Fees.
- Continued to work with the City's Police Department to address traffic-related concerns.

### **Engineering/Construction**

- Completed the permitting phase for the construction of 10 new trolley shelters.
- Completed the permitting phase of the Section 7 Traffic Calming Improvements.
- Completed the design of the Landmark Traffic Calming Improvements.
- Completed the design of the NW 66<sup>th</sup> Street / NW 102<sup>nd</sup> Avenue / NW 99<sup>th</sup> Avenue Widening Project.
- Initiated the design plans for NW 117<sup>th</sup> Avenue improvements from NW 25<sup>th</sup> Street to NW 34<sup>th</sup> Street.
- Commenced the construction procurement phase of the Doral Boulevard Entry Features at the Doral Boulevard / SR 826 Interchange.
- Commenced the construction procurement phase of the Section 7 Traffic Calming Improvements.
- Commenced the construction procurement phase of the 10 new trolley shelters.





## **Transportation Fund Objectives for FY 2025**

The following objectives were developed to provide a description of the anticipated accomplishments for this division as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

### **Transportation/Traffic**

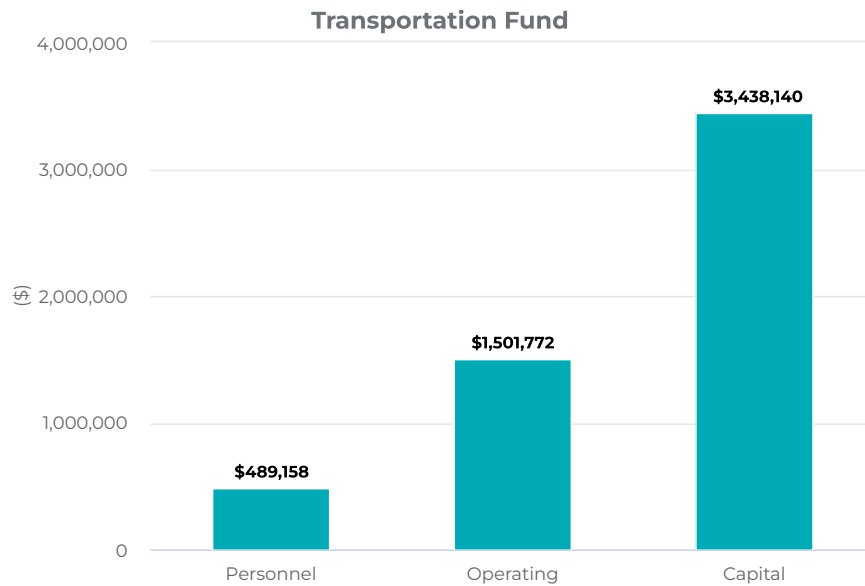
- Complete the Doral Transit Plan Update.
- Complete the Traffic Signal Corridor Retiming Project.
- Initiate the Downtown Doral South Traffic Calming Study.
- Purchase five (5) trolley vehicles to increase the fleet and replace the aging fleet.
- Continue to participate and coordinate with Miami-Dade County, Miami-Dade TPO, FDOT, Florida's Turnpike and other transportation partners on transportation related projects.
- Continue to participate in the Miami-Dade TPO Boards and Meetings (TPC, TPTAC, TIP, and FTAC).
- Continue to be a liaison with the Doral Police and Traffic Relief Advisory Board.
- Continue to work with the City's Police Department on traffic related concerns.
- Continue the review, comment, and approval process of traffic impact studies and trip generation analysis of private developments, including the calculation and collection of Roadway Impact Fees.

### **Engineering/Construction**

- Complete the design plans for NW 117<sup>th</sup> Avenue improvements from NW 25<sup>th</sup> Street to NW 34<sup>th</sup> Street.
- Commence the construction of the NW 117<sup>th</sup> Avenue improvements from NW 25<sup>th</sup> Street to NW 34<sup>th</sup> Street.
- Commence and complete the design of the Doral Arts District (Adaptive Reuse Area) Complete Streets Project.
- Commence the design of the Section 8 Traffic Calming Improvements.
- Develop the design plans and implement the improvements to the roadways identified in the year-one of the Roadway Resurfacing Plan.
- Complete the design and Notice of Acceptance (NOA) process for the Downtown Doral Boulevard Trolley Shelters to adhere to the Beautification Master Plan.
- Advertise and commence the construction of the Landmark Traffic Calming improvements.
- Complete the construction of the Section 7 Traffic Calming improvements.
- Commence the construction of the NW 66<sup>th</sup> Street / NW 102<sup>nd</sup> Avenue / NW 99<sup>th</sup> Avenue Widening Project.
- Complete the construction of the 10 new trolley shelters.
- Complete the construction phase of the Entry Features at the Doral Boulevard / SR 826 interchange.
- Commence with the design of improvements recommended by the Transportation Master Plan Update.
- Commence the construction of the Landmark Traffic Calming Improvements.



## Transportation Fund Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.
- **310 Professional Services** - This account was slightly increased in comparison to the previous Fiscal Year as a result of the change in funding request to perform "Other Studies".
- **341 Contractual Services** - This account was increased in comparison to previous Fiscal Year as a result of the increase associated with the addition of new trolleys to the fleet and the On Demand Transit – Senior Program implementation.
- **520 Operating Supplies** - This account was increased in comparison to previous Fiscal Year as a result of the purchase of spare bus shelter glass panels and the addition of a line item to replace damaged/faded internally illuminated street name signs.

## Transportation Fund Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.120 - Full Time Salaries							
	Transportation Manager	1	1	1	1	1	\$ 115,416
	Transit Operations Manager	1	0	0	0	0	\$ -
	Trolley Operations Manager	0	1	1	1	1	\$ 71,112
	Transportation Analyst	1	1	1	1	1	\$ 92,136
	Service Award 20 yr						\$ 12,285
	Transit Road Supervisor	1	1	1	1	1	\$ 51,887
	Parking Analyst	0	1	0	0	0	\$ -
	<b>Full Time Salaries Total</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$ 342,836</b>
	<b>Total</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>\$ 342,836</b>



# 101 - Transportation Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		13,266,181	13,276,235	14,747,540	14,747,540		14,747,540	4,255,686	4,255,686
<b>REVENUES</b>									
101.8000.312410	LOCAL OPTION GAS TAX	744,086	893,648	856,545	856,545	476,935	347,000	856,545	865,054
101.8000.312420	LOCAL OPTION GAS TAX- NEW	281,478	337,157	324,808	324,808	275,436	322,000	324,808	329,059
101.8000.313905	FRANCHISE FEE - FREEBEE ADVERTISING	50	43,375	-	-	-	-	-	-
101.8000.334100	STATE REIMBURSEMENTS	-	383,848	-	-	10,458	10,458	-	-
101.8000.334102	FDOT GRANT - FEDERAL EARMARKS	-	966,469	-	-	-	-	-	-
101.8000.335450	STATE-FUEL TAX REFUNDS	13,500	15,776	-	-	25,419	25,419	-	-
101.8000.337100	COUNTY REIMBURSEMENTS	19,144	1,408	-	-	38,585	24,810	-	-
101.8000.361100	INTEREST INCOME	104,695	293,399	70,000	70,000	448,067	280,000	70,000	70,000
101.8000.363240	ROADWAY BEAUTIFICATION - IMPACT FEES	812,791	1,705,773	900,000	900,000	1,173,546	900,000	900,000	900,000
101.8000.367100	CHANGE IN INVESTMENT VALUE	(623,963)	62,101	-	-	301,230	66,650	-	-
101.8000.369100	MISCELLANEOUS INCOME	299	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>		1,352,079	4,702,955	2,151,353	2,151,353	2,749,677	1,976,337	2,151,353	2,164,113
<b>OTHER RESOURCES</b>									
101.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	649,830	649,830	-	649,830	3,280,230	3,264,957
	PRIOR YEAR OPERATING BALANCES	-	-	-	10,954,059	-	10,954,059	-	-
<b>TOTAL OTHER RESOURCES</b>		-	-	649,830	11,603,889	-	11,603,889	3,280,230	3,264,957
<b>TOTAL AVAILABLE RESOURCES</b>		1,352,079	4,702,955	2,801,183	13,755,242	2,749,677	13,580,226	5,431,583	5,429,070
<b>EXPENDITURES</b>									
101.80005.500120	FULL TIME SALARIES	235,999	235,230	302,468	302,468	282,491	302,468	344,875	342,836
101.80005.500125	COMPENSATED ABSENCES	-	4,093	10,907	10,907	3,356	10,907	11,986	11,919
101.80005.500210	FICA & MICA TAXES	17,896	17,540	23,973	23,973	20,756	23,973	27,300	27,139
101.80005.500220	RETIREMENT CONTRIBUTIONS	27,652	28,086	36,296	36,296	34,573	36,296	39,892	39,665
101.80005.500230	LIFE & HEALTH INSURANCE	34,892	46,343	56,867	56,867	55,766	56,867	67,618	67,599
<b>TOTAL PERSONNEL COSTS</b>		316,440	331,292	430,511	430,511	396,941	430,511	491,671	489,158
101.80005.500310	PROFESSIONAL SERVICES	151,582	244,108	108,400	555,615	339,330	426,432	158,400	158,400
101.80005.500340	CONTRACTUAL SERVICES - OTHER	403,573	109,983	-	225,427	49,336	225,427	-	-
101.80005.500341	CONTRACTUAL SERVICES - ENGINEERING	77,529	89,032	675,000	1,749,508	148,297	595,313	1,273,600	1,273,600
101.80005.500400	TRAVEL & PER DIEM	1,914	2,596	4,750	4,750	3,296	3,450	4,750	4,750
101.80005.500520	OPERATING SUPPLIES	2,569	17,518	3,800	3,800	334	3,800	36,300	36,300
101.80005.500540	DUES, SUBSCRIPTIONS, MEMBERSHIPS	26,625	23,726	28,722	28,722	25,098	26,349	28,722	28,722
<b>TOTAL OPERATING COST</b>		663,791	486,964	820,672	2,567,822	565,691	1,280,771	1,501,772	1,501,772
101.80005.500630	CAPITAL OUTLAY - IMPROV. SIDEWALKS	822	-	-	-	-	-	-	-
101.80005.500631	CAPITAL OUTLAY - MEDIAN ST BEAUTI.	-	-	-	628,110	-	628,110	-	-
101.80005.500633	CAPITAL OUTLAY - STREET IMPRV	78,979	1,927,760	1,500,000	8,907,887	1,993,920	8,907,887	1,500,000	1,500,000
101.80005.500641	CAPITAL OUTLAY - VEHICLES	-	-	-	55,410	-	55,410	-	-
101.80005.500650	CONSTRUCTION IN PROGRESS	281,992	485,633	50,000	1,165,502	287,646	1,165,502	1,938,140	1,938,140
<b>TOTAL CAPITAL OUTLAY</b>		361,794	2,413,393	1,550,000	10,756,909	2,281,567	10,756,909	3,438,140	3,438,140
<b>TOTAL TRANSPORTATION FUND EXPENSES</b>		1,342,025	3,231,649	2,801,183	13,755,242	3,244,198	12,468,191	5,431,583	5,429,070
USE OF FUND BALANCE		-	-	649,830	649,830	-	649,830	3,280,230	3,264,957
PRIOR YEAR OPERATING BALANCES		-	-	-	10,954,059	-	10,954,059	-	-
<b>Ending Fund Balance</b>		13,276,235	14,747,540	14,097,710	3,143,651		4,255,686	975,456	990,729

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date



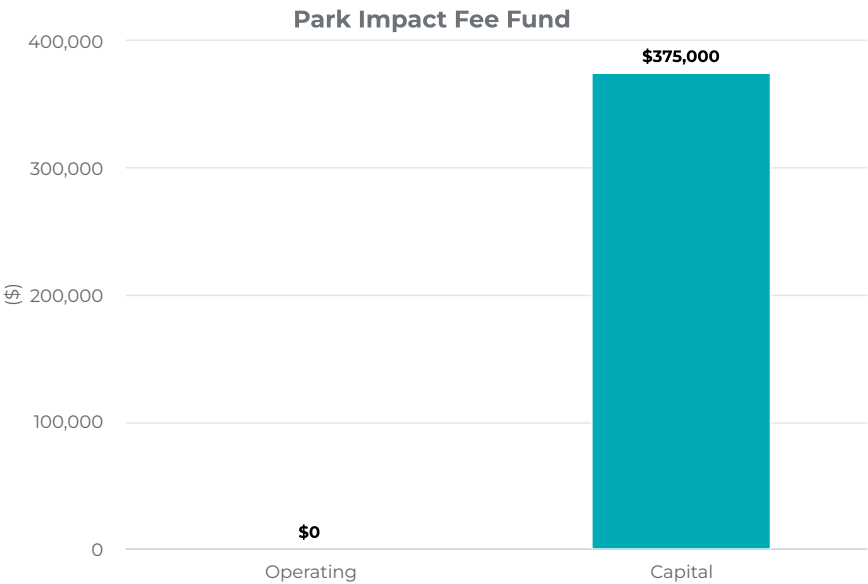
Park Impact Fees Fund shall be used for the City of Doral publicly owned parks, open space, and recreation facilities either for the development or improvement of current or future green spaces. The City charges developers who are building new construction single family, duplex and multi-family buildings a fee per unit. Such acquisitions and improvements shall be consistent with the levels of service and standards set forth in the comprehensive plan.



**Park Impact Fee Fund**

The Park Impact Fees are imposed in order to regulate the use and development of land so as to assure that new development bears a proportionate share of the cost of the capital expenditures necessary to provide parklands, and the funds necessary to construct improvements to such lands in the City of Doral.

**Park Impact Fee Fund Budget Highlights**



- **634 Capital Outlay – Improvements** – This account includes funds for a city wide park lightning detection system and the replacement of playground turf at Doral Legacy Park.

## 102 - Park Impact Fee Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		6,794,692	6,895,300	8,907,018	8,907,018		8,907,018	2,915,392	2,915,392
<b>REVENUES</b>									
102.9000.361100	INTEREST INCOME	30,968	202,427	30,000	30,000	228,363	125,000	30,000	30,000
102.9000.363270	IMPACT FEES - PARKS	118,462	2,341,424	300,000	300,000	8,462	10,000	300,000	300,000
	<b>TOTAL REVENUES</b>	<b>149,430</b>	<b>2,543,851</b>	<b>330,000</b>	<b>330,000</b>	<b>236,824</b>	<b>135,000</b>	<b>330,000</b>	<b>330,000</b>
<b>OTHER RESOURCES</b>									
102.9000.300100	RESERVES - IN USE OF FUND BALANCE DORAL CENTRAL PARK	-	-	-	-	-	-	-	-
	RESERVES - IN USE OF FUND BALANCE PRIOR YEAR OPERATING BALANCES	-	-	98,400	418,103	-	418,103	45,000	45,000
		-	-	-	5,378,524	-	5,378,524	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>98,400</b>	<b>5,796,627</b>	<b>-</b>	<b>5,796,627</b>	<b>45,000</b>	<b>45,000</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>149,430</b>	<b>2,543,851</b>	<b>428,400</b>	<b>6,126,627</b>	<b>236,824</b>	<b>5,931,627</b>	<b>375,000</b>	<b>375,000</b>
<b>EXPENDITURES</b>									
102.90005.500310	PROFESSIONAL SERVICES	(113)	-	-	-	-	-	-	-
102.90005.500520	OPERATING SUPPLIES	8,269	-	2,400	2,625	-	2,625	-	-
	<b>TOTAL OPERATING COST</b>	<b>8,156</b>	<b>-</b>	<b>2,400</b>	<b>2,625</b>	<b>-</b>	<b>2,625</b>	<b>-</b>	<b>-</b>
102.22005.500652	CAPITAL OUTLAY - OTHER	-	-	76,000	284,726	-	284,726	-	-
102.90005.500610	CAPITAL - LAND	19,125	-	-	-	-	-	-	-
102.90005.500634	IMPROVEMENTS	11,747	205,297	350,000	752,201	69,930	752,201	375,000	375,000
102.90005.500640	CAPITAL OUTLAY - OFFICE	9,794	3,620	-	-	-	-	-	-
102.90005.500650	CONSTRUCTION IN PROGRESS	-	323,215	-	1,587,075	130,500	1,587,075	-	-
102.90005.500656	CAPITAL - CENTRAL PARK CIP	-	-	-	3,500,000	-	3,500,000	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>40,666</b>	<b>532,132</b>	<b>426,000</b>	<b>6,124,002</b>	<b>200,430</b>	<b>6,124,002</b>	<b>375,000</b>	<b>375,000</b>
<b>TOTAL PARK IMPACT FEE FUND EXPENSES</b>		<b>48,822</b>	<b>532,132</b>	<b>428,400</b>	<b>6,126,627</b>	<b>200,430</b>	<b>6,126,627</b>	<b>375,000</b>	<b>375,000</b>
	USE OF FUND BALANCE	-	-	98,400	418,103	-	418,103	45,000	45,000
	PRIOR YEAR OPERATING BALANCES	-	-	-	5,378,524	-	5,378,524	-	-
<b>Ending Fund Balance</b>		<b>6,895,300</b>	<b>8,907,018</b>	<b>8,808,618</b>	<b>3,110,391</b>		<b>2,915,392</b>	<b>2,870,392</b>	<b>2,870,392</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date



This fund is intended to assist in the implementation of the City of Doral Comprehensive Plan and to regulate the use and development of land so as to assure that new development bears a proportionate share of the cost of capital expenditures necessary to provide public safety in the City of Doral.



## Police Impact Fee Fund

The City imposes an impact fee on new development to help fund Police Department Capital expenditures. This fund tracks this revenue and the allowed expenses. With the increase in construction activity, this revenue is climbing.

## Police Impact Fee Fund Budget Highlights

- **640 Capital Outlay - Office** - The decrease in this account is due to no equipment being purchased in FY 2025.
- **641 Capital Outlay - Vehicles** - The decrease in this account is due to no vehicles being purchased in FY 2025.

## 103 - Police Impact Fee Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		857,892	325,450	236,390	236,390		236,390	299,231	299,231
<b>REVENUES</b>									
103.6000.361100	INTEREST INCOME	4,759	43,220	5,000	5,000	27,865	20,000	5,000	5,000
103.6000.363220	POLICE IMPACT FEES	392,729	293,220	300,000	300,000	165,752	200,000	300,000	300,000
<b>TOTAL REVENUES</b>		<b>397,489</b>	<b>336,440</b>	<b>305,000</b>	<b>305,000</b>	<b>193,616</b>	<b>220,000</b>	<b>305,000</b>	<b>305,000</b>
<b>OTHER RESOURCES</b>									
103.6000.300100	RESERVES - IN USE OF FUND BALANCE	532,442	89,059	-	-	-	-	-	-
<b>PRIOR YEAR OPERATING BALANCES</b>		-	-	-	157,160	-	157,160	-	-
<b>TOTAL OTHER RESOURCES</b>		<b>532,442</b>	<b>89,059</b>	<b>-</b>	<b>157,160</b>	<b>-</b>	<b>157,160</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>929,931</b>	<b>425,499</b>	<b>305,000</b>	<b>462,160</b>	<b>193,616</b>	<b>377,160</b>	<b>305,000</b>	<b>305,000</b>
<b>EXPENDITURES</b>									
103.60005.500310	PROFESSIONAL SERVICES	(9)	-	-	-	-	-	-	-
103.60005.500520	OPERATING SUPPLIES	340,420	59,647	-	-	-	-	-	-
<b>TOTAL OPERATING COST</b>		<b>340,411</b>	<b>59,647</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
103.60005.500640	CAPITAL OUTLAY - OFFICE	-	9,537	-	58,750	39,534	58,750	-	-
103.60005.500641	CAPITAL OUTLAY - VEHICLES	201,558	336,953	-	94,568	90,998	94,568	-	-
103.60005.500650	CONSTRUCTION IN PROGRESS	345,825	7,363	-	3,842	-	3,842	-	-
103.60005.500652	CAPITAL OUTLAY - OTHER	42,136	12,000	-	-	-	-	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>589,520</b>	<b>365,852</b>	<b>-</b>	<b>157,160</b>	<b>130,532</b>	<b>157,160</b>	<b>-</b>	<b>-</b>
<b>TOTAL POLICE IMPACT FEE FUND EXPENSES</b>		<b>929,931</b>	<b>425,499</b>	<b>-</b>	<b>157,160</b>	<b>130,532</b>	<b>157,160</b>	<b>-</b>	<b>-</b>
<b>USE OF FUND BALANCE</b>		532,442	89,059	-	-	-	-	-	-
<b>PRIOR YEAR OPERATING BALANCES</b>		-	-	-	157,160	-	157,160	-	-
<b>Ending Fund Balance</b>		<b>325,450</b>	<b>236,390</b>	<b>541,390</b>	<b>384,231</b>	<b>299,231</b>	<b>604,231</b>	<b>604,231</b>	<b>604,231</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date

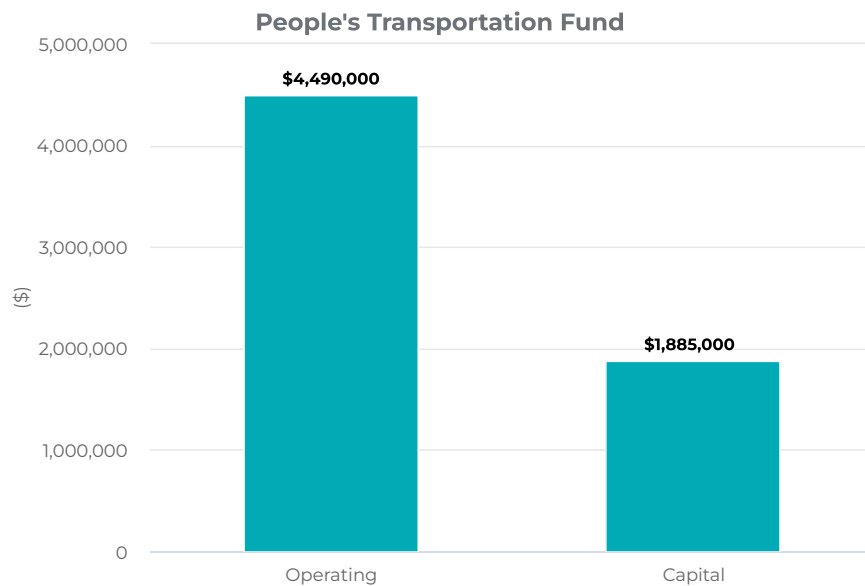




## People's Transportation Plan Fund

This fund has been established to manage monies to be utilized for transportation purposes that are generated from the one-half cent sales tax, and the Miami Dade County Transportation Tax. This fund will be used for the City's transportation expenses.

### People's Transportation Plan Fund Budget Highlights



The People's Transportation Fund estimated revenues are \$5,007,264 and expenditures for FY 2025 are \$6,375,000.

- **341 Contractual Services - Engineering** – This account was increased in comparison to the previous fiscal year as a result of an increase in the operation and maintenance of the trolleys.
- **633 Improvements - Streets** – This account decreased in comparison to the previous fiscal year as a result of the resealing and restriping of bike trails has been reduced.
- **641 Capital Outlay - Vehicles** – The increase in this account is due to the anticipated purchase of five (5) Trolleys.



## 106 - People's Transportation Plan Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		2,511,034	4,184,585	5,926,986	5,926,986		5,926,986	4,788,375	4,788,375
<b>REVENUES</b>									
106.8000.312600	MUNICIPAL SURTAX - CITT FUNDS	4,194,891	4,857,190	5,007,264	5,007,264	3,835,924	5,007,264	5,007,264	5,007,264
106.8000.334102	FDOT GRANT - FEDERAL EARMARKS	258,030	165,999	-	-	-	-	-	-
106.8000.361100	INTEREST INCOME	4,358	37,025	-	-	59,424	35,000	-	-
<b>TOTAL REVENUES</b>		<b>4,457,280</b>	<b>5,060,214</b>	<b>5,007,264</b>	<b>5,007,264</b>	<b>3,895,348</b>	<b>5,042,264</b>	<b>5,007,264</b>	<b>5,007,264</b>
<b>OTHER RESOURCES</b>									
106.8000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	12,736	12,736	-	12,736	1,367,736	1,367,736
	PRIOR YEAR OPERATING BALANCES	-	-	-	1,394,181	-	1,394,181	-	-
<b>TOTAL OTHER RESOURCES</b>		<b>-</b>	<b>-</b>	<b>12,736</b>	<b>1,406,917</b>	<b>-</b>	<b>1,406,917</b>	<b>1,367,736</b>	<b>1,367,736</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>4,457,280</b>	<b>5,060,214</b>	<b>5,020,000</b>	<b>6,414,181</b>	<b>3,895,348</b>	<b>6,449,181</b>	<b>6,375,000</b>	<b>6,375,000</b>
<b>EXPENDITURES</b>									
106.8000.500310	PROFESSIONAL SERVICES	(106)	-	-	-	-	-	-	-
106.8000.500341	PROFESSIONAL SERVICES - DESIGN	2,783,835	3,199,319	3,480,000	3,480,000	2,702,877	3,246,694	4,490,000	4,490,000
<b>TOTAL OPERATING COST</b>		<b>2,783,729</b>	<b>3,199,319</b>	<b>3,480,000</b>	<b>3,480,000</b>	<b>2,702,877</b>	<b>3,246,694</b>	<b>4,490,000</b>	<b>4,490,000</b>
106.8000.500633	IMPRV - STREET	-	118,494	220,000	299,000	198,867	299,000	200,000	200,000
106.8000.500641	CAPITAL OUTLAY - VEHICLES	-	-	1,320,000	2,635,181	-	2,635,181	1,685,000	1,685,000
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>118,494</b>	<b>1,540,000</b>	<b>2,934,181</b>	<b>198,867</b>	<b>2,934,181</b>	<b>1,885,000</b>	<b>1,885,000</b>
<b>TOTAL PEOPLE'S TRANSPORTATION PLAN FUND EXPENSES</b>		<b>2,783,729</b>	<b>3,317,813</b>	<b>5,020,000</b>	<b>6,414,181</b>	<b>2,901,744</b>	<b>6,180,875</b>	<b>6,375,000</b>	<b>6,375,000</b>
	USE OF FUND BALANCE	-	-	12,736	12,736	-	12,736	1,367,736	1,367,736
	PRIOR YEAR OPERATING BALANCES	-	-	-	1,394,181	-	1,394,181	-	-
<b>Ending Fund Balance</b>		<b>4,184,585</b>	<b>5,926,986</b>	<b>5,914,250</b>	<b>4,520,069</b>		<b>4,788,375</b>	<b>3,420,639</b>	<b>3,420,639</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date



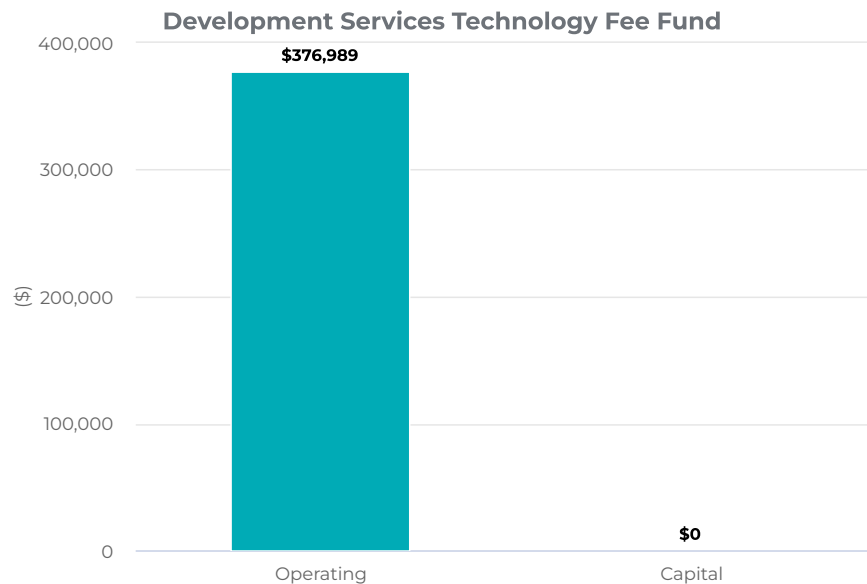


## Development Services Technology Fee Fund

This fund was established to enhance the City's ability to provide state-of-the-art technology, training, equipment and implementation for all permitting system users across all disciplines.

The City assesses a Technology Fee of 0.05% of the total cost of construction; added to all base permit fees. This fund tracks this revenue and the allowed expenses.

## Development Services Technology Fee Fund Budget Highlights



- **464 Repair and Maintenance – Office Equipment Other** – This account includes funding for Energov, Bluebeam, Laserfiche, and the My Civic Mobile Application.

## 108 - Development Services Technology Fee Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		139,347	210,603	517,898	517,898		517,898	329,184	329,184
<b>REVENUES</b>									
108.5000.381100	OPERATING TRANSFERS IN	151,885	130,000	-	-	-	-	-	-
108.7000.341904	BLDG TECH ADMINISTRATIVE FEE	257,265	409,500	257,000	257,000	185,095	257,000	257,000	257,000
108.7000.361100	INTEREST INCOME	309	2,968	-	-	4,127	2,000	-	-
<b>TOTAL REVENUES</b>		<b>409,458</b>	<b>542,468</b>	<b>257,000</b>	<b>257,000</b>	<b>189,222</b>	<b>259,000</b>	<b>257,000</b>	<b>257,000</b>
<b>OTHER RESOURCES</b>									
108.7000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	119,989	119,989	-	119,989	119,989	119,989
	PRIOR YEAR OPERATING BALANCES	-	-	-	70,726	-	70,726	-	-
<b>TOTAL OTHER RESOURCES</b>		<b>-</b>	<b>-</b>	<b>119,989</b>	<b>190,715</b>	<b>-</b>	<b>190,715</b>	<b>119,989</b>	<b>119,989</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>409,458</b>	<b>542,468</b>	<b>376,989</b>	<b>447,715</b>	<b>189,222</b>	<b>449,715</b>	<b>376,989</b>	<b>376,989</b>
<b>EXPENDITURES</b>									
108.70005.500310	PROFESSIONAL SERVICES	(7)	-	-	-	-	-	-	-
108.70005.500464	REPAIR & MAINT - OFF. EQUIP. OTH	320,675	227,044	336,989	347,257	186,365	347,257	336,989	336,989
108.70005.500520	OPERATING SUPPLIES	17,535	-	-	-	-	-	-	-
108.70005.500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	-	8,128	40,000	40,000	-	40,000	40,000	40,000
<b>TOTAL OPERATING COST</b>		<b>338,203</b>	<b>235,172</b>	<b>376,989</b>	<b>387,257</b>	<b>186,365</b>	<b>387,257</b>	<b>376,989</b>	<b>376,989</b>
108.70005.500652	CAPITAL OUTLAY - OTHER	-	-	-	60,458	-	60,458	-	-
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>60,458</b>	<b>-</b>	<b>60,458</b>	<b>-</b>	<b>-</b>
<b>TOTAL DEV. SERV. TECH. FEE FUND EXPENSES</b>		<b>338,203</b>	<b>235,172</b>	<b>376,989</b>	<b>447,715</b>	<b>186,365</b>	<b>447,715</b>	<b>376,989</b>	<b>376,989</b>
	USE OF FUND BALANCE	-	-	119,989	119,989	-	119,989	119,989	119,989
	PRIOR YEAR OPERATING BALANCES	-	-	-	70,726	-	70,726	-	-
<b>Ending Fund Balance</b>		<b>210,603</b>	<b>517,898</b>	<b>397,909</b>	<b>327,184</b>		<b>329,184</b>	<b>209,195</b>	<b>209,195</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date

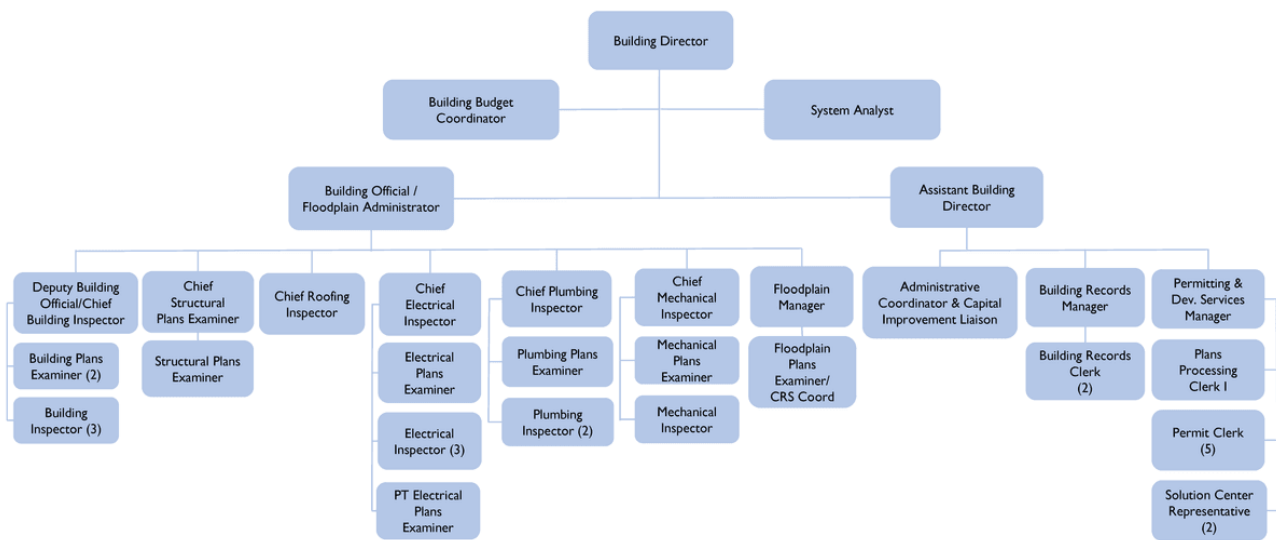




## Building Fund

The Building Department is a professional, business-friendly organization committed to preserving the health, safety, and welfare of its residents, businesses, and the public, through effective and efficient administration and supervision of the Florida Building Code, Florida Statutes, and local ordinances. This is accomplished by working together through open communication and cooperation with the community served. The Department is committed to providing quality services to all citizens through excellence in customer service, timely delivery, innovation, a high level of professionalism, and continuous process improvement. The Building Department believes that through education and cooperation, it can build positive working relationships within the building community.

### Organization Chart



## Building Fund Accomplishments for FY 2024

- The Department completed the 2023.1 Upgrade to Enterprise Permitting & Licensing (EPL) in collaboration with PlanteMoran and executive-level participation from Tyler Technologies.
- Ongoing collaboration with JRD & Associates for a Fee Schedule Study Update in line with Florida Statute and reserve requirements.
- Collaboration between Development Services teams working towards achieving ICC IAS Accreditation (55% completion as of June 2024).
- Utilized several tools to optimize citizen engagement and standardize practices, including Scribe, a web capturing tool to create training guides; OpenForms was used to roll out three milestone surveys for external stakeholders; Velaro ChatBot with expanded routing and information for external users.

### BUILDING FUND ACTIVITY REPORT

ACTIVITY	ACTUAL FY 2021-22	ACTUAL FY 2022-23	PROJECTED FY 2023-24	PROJECTED FY 2024-25
Permits Issued <sup>1</sup>	6,379	4,615	4,585	5,503
Plans Reviews Completed <sup>3</sup>	44,400	23,387	24,570	29,484
Inspections Completed	16,969	23,746	24,341	29,209
Customers Received in Solution Center	8,056	6,220	7,176	5,741
Customer Phone Calls	36,348	30,233	30,363	24,291
Overall Revenue	\$ 5,755,788	\$ 6,204,330	\$ 3,576,884	\$ 5,021,500
Overall Expenses	\$ 5,472,163	\$ 3,864,556	\$ 7,228,786	\$ 7,858,418

1 - Permits issued includes Building, Electrical, Mechanical, Plumbing, Roofing, and Floodplain Development permits.

3 - For FY21 & Beyond, permits issued and plans reviews includes estimates for data across all development services departments following implementation of Tyler Technologies EnerGov Permitting System.

## Building Fund Objectives for FY 2025

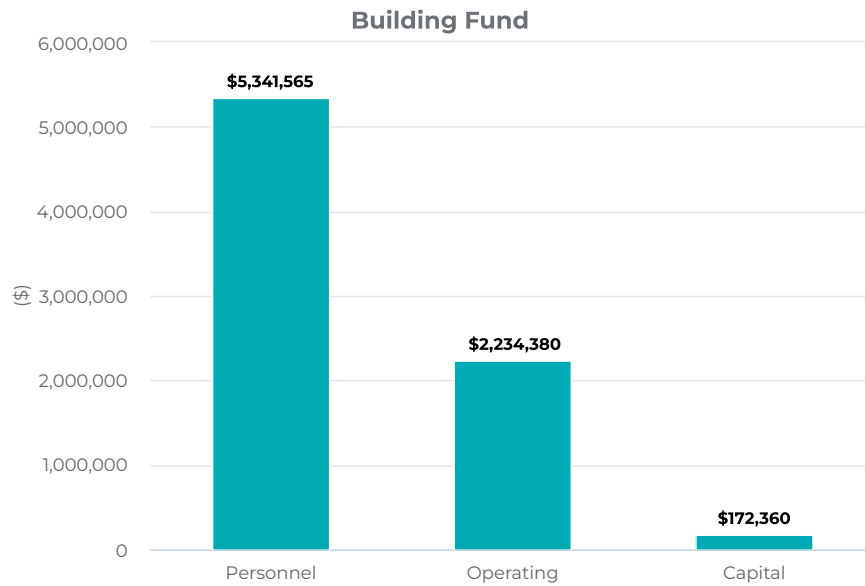
- Control: Customer Service
  - Continue to work towards eliminating repetitive processes. Refine policies and procedures with an emphasis on lean and efficient management and resource and waste reduction.
  - Continue training of staff and implementation procedures of EnerGov including version 2023.1 upgrade.
  - Continue Public Outreach Program including Building Safety Month Initiatives, Hurricane Fair Participation, etc. with an emphasis on flood safety, code compliance and more.
- Maintain Employee Retention Incentive Program through training and certification to meet the challenges of operating in a robust economy and complete internal/external salary studies to remain competitive.

### BUILDING FUND STRATEGIC PRIORITIES

STRATEGIC PRIORITIES	ADOPTED FY 2024-25	ASSOCIATED COST
Sustainability Area: Sustainability of Employees - Employee Retention & Recruitment	Building Department Incentive Plan	\$ 85,746
SmartCity: Coordination, Management and Implementation of 2023 Upgrade Development Services Software	Permitting System (with IT Dept) and funded by Dev Services Tech Fund – Annual recurring costs	\$ 377,000
<b>TOTAL</b>		<b>\$ 462,746</b>



## Building Fund Budget Highlights



- **110-230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.
- **140 Overtime Costs** – The overtime costs increase are to cover vacancies, maintain permitting volume and provide customer-driven services.
- **310 Professional Services** – In addition to regular expenses for municipal support services through a third-party provider, additional expenses include IAS Accreditation, CRS Rating Increase Consultant and further project management on the permitting software upgrade.
- **400 Travel & Per Diem** – The Travel & Per Diem account is used to fund travel expenses associated with various state conferences, national conferences, and trainings. The department and professional organizations have returned to pre-pandemic capacities for conferences and trainings. The department encourages the active engagement of its staff in local, state and national conferences applicable to their trades and disciplines.
- **520 Operating Supplies** – Significant increases in this account will upgrade a lot of the department's technological infrastructure (monitors, laptops, UPS's, etc.) Item costs are below the threshold for capital and thus included in this account. Approved in FY24 and purchase/replacements are ongoing.

## Building Fund Authorized Positions

ACCOUNT	POSITION	AMENDED* FY 2020-21	AMENDED* FY 2021-22	AMENDED* FY 2022-23	AMENDED* FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.111 - Administrative Salaries	Building Director	1	1	1	1	1	\$ 190,520
	Development Services Administrator	0	0	1	0	0	\$ -
	<b>Administrative Salaries Total</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>1</b>	<b>\$ 190,520</b>
500.120 - Full Time Salaries	Assistant Building Director	0	0	1	1	1	\$ 120,600
	Administrative Assistant II	1	0	0	0	0	\$ -
	Building Budget Coordinator	0	1	1	1	1	\$ 87,338
	Administrative Coordinator	1	0	0	0	0	\$ -
	Administrative Coordinator & Capital Improvement Liaison	0	1	1	1	1	\$ 92,373
	Building Development Service Coord.	1	1	0	0	0	\$ -
	Plans Processing Clerk II	1	1	1	0	0	\$ -
	Permitting & Dev. Service Manager	0	0	0	1	1	\$ 68,470
	Building Official/ Floodplain Administrator	1	1	1	1	1	\$ 160,809
	Building Records Clerk	2	2	2	2	2	\$ 100,222
	Building Records Manager	0	1	1	1	1	\$ 64,796
	Plans Processing Clerk I	1	1	1	1	1	\$ 46,502
	Flood Plain Assistant	1	1	0	0	0	\$ -
	Permit Clerk	4	4	5	5	5	\$ 236,616
	Chief Building Inspector	1	1	1	0	0	\$ -
	Deputy Official/Chief Building Inspector	0	0	0	1	1	\$ 124,337
	Service Award 10 yr						\$ 4,145
	Flood Plain Manager	1	1	1	1	1	\$ 99,011
	Building Inspector	5	5	3	3	3	\$ 271,266
	Chief Roofing Inspector	0	1	1	1	1	\$ 113,175
	Service Award 10 yr						\$ 3,773
	Chief Mechanical Inspector	1	1	1	1	1	\$ 116,264
	Mechanical Inspector	2	2	1	1	1	\$ 79,781
	Mechanical Plans Examiner	0	0	1	1	1	\$ 99,819
	Chief Plumbing Inspector	1	1	1	1	1	\$ 125,867
	Plumbing Inspector	2	2	2	2	2	\$ 170,004
	Service Award 5 yr						\$ 780
	Plans Examiner	4	4	4	4	4	\$ 355,339
	Chief Electrical Inspector	1	1	1	1	1	\$ 116,837
	Electrical Inspector	2	2	2	3	3	\$ 276,936
	Solution Center Representative	1	1	1	1	2	\$ 96,586
	Structural Plans Examiner	1	1	2	1	1	\$ 86,449
	Chief Structural Plans Examiner	0	0	0	1	1	\$ 131,004
	System Analyst	0	0	1	1	1	\$ 76,385
	Front Desk Reception	0	0	0	1	0	\$ -
	CRS Coordinator/Floodplain Plans Examiner	0	0	0	1	1	\$ 72,753
	Service Award 5 yr						\$ 606
	Incentives						\$ 85,746
	<b>Full Time Salaries Total</b>	<b>35</b>	<b>37</b>	<b>37</b>	<b>40</b>	<b>40</b>	<b>\$ 3,484,589</b>
500.130 - Other Salaries	Plans Examiners - P/T	1	0	1	1	1	\$ 66,843
	Mechanical Plans Inspector- P/T	0	1	0	0	0	\$ -
	<b>Other Salaries Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>\$ 66,843</b>
	<b>Total</b>	<b>37</b>	<b>39</b>	<b>40</b>	<b>42</b>	<b>42</b>	<b>\$ 3,741,952</b>

\* AMENDED FY 2023-24 - This column reflects any mid-year change to budgeted positions





# 109 - Building Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		(35)	3,996,685	6,132,605	6,132,605		6,132,605	3,152,072	3,152,072
<b>REVENUES</b>									
109.7000.322100	BUILDING PERMITS	5,526,365	5,762,536	5,300,000	5,300,000	4,012,761	3,186,875	4,500,000	4,500,000
109.7000.329101	OTHER FEES - BOILER FEES	-	32,090	22,000	22,000	30,940	17,383	22,000	22,000
109.7000.329500	CERTIFICATES OF OCCUPANCY	-	221,962	250,000	250,000	257,035	161,117	212,500	212,500
109.7000.341303	BUILDING TRAINING FEES	-	20,523	20,000	20,000	-	-	-	-
109.7000.341902	BUILDING ADMINISTRATIVE FEES	-	52,516	60,000	60,000	60,546	56,110	60,000	60,000
109.7000.342901	BUILDING RECERTIFICATION FEES	-	19,600	150,000	150,000	23,450	15,000	75,000	75,000
109.7000.359101	FINES - PERMIT VIOLATIONS	52,230	33,955	40,000	40,000	36,021	35,007	40,000	40,000
109.7000.361100	INTEREST INCOME	4,219	40,073	-	-	55,264	52,829	-	-
109.7000.369101	BUILDING MISC - OT RECOVERY	-	90,375	150,000	150,000	31,050	39,064	100,000	100,000
109.7000.369102	BUILDING MISC - COPY SCAN FEES	-	15,575	12,000	12,000	16,981	13,499	12,000	12,000
109.7000.381100	OPERATING TRANSFERS-IN - BLDG. FUND BALANCE	2,255,788	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>		<b>7,838,602</b>	<b>6,289,205</b>	<b>6,004,000</b>	<b>6,004,000</b>	<b>4,524,047</b>	<b>3,576,884</b>	<b>5,021,500</b>	<b>5,021,500</b>
<b>OTHER RESOURCES</b>									
109.7000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	1,665,904	1,665,904	-	1,655,904	2,771,551	2,726,805
	PRIOR YEAR OPERATING BALANCES	-	-	-	207,622	-	207,622	-	-
<b>TOTAL OTHER RESOURCES</b>		<b>-</b>	<b>-</b>	<b>1,665,904</b>	<b>1,873,526</b>	<b>-</b>	<b>1,863,526</b>	<b>2,771,551</b>	<b>2,726,805</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>7,838,602</b>	<b>6,289,205</b>	<b>7,669,904</b>	<b>7,877,526</b>	<b>4,524,047</b>	<b>5,440,410</b>	<b>7,793,051</b>	<b>7,748,305</b>
<b>EXPENDITURES</b>									
109.70005.500111	ADMINISTRATIVE SALARIES	150,528	199,721	174,358	174,358	163,718	174,358	193,058	190,520
109.70005.500120	FULL TIME SALARIES	2,190,369	2,398,982	3,231,970	3,231,970	2,758,508	2,900,897	3,528,374	3,484,589
109.70005.500125	COMPENSATED ABSENCES	29,165	21,455	125,232	125,232	18,884	35,000	134,052	132,385
109.70005.500130	OTHER SALARIES	-	3,047	64,593	64,593	9,388	8,000	69,092	66,843
109.70005.500140	OVERTIME	127,964	105,323	110,210	110,210	51,685	72,123	100,000	100,000
109.70005.500210	FICA & MICA TAXES	185,749	202,232	284,702	284,702	221,545	231,370	308,954	305,109
109.70005.500220	RETIREMENT CONTRIBUTION	273,304	295,115	408,337	408,337	349,166	381,151	445,443	439,896
109.70005.500230	LIFE & HEALTH INSURANCE	454,910	501,552	658,540	658,540	523,705	535,587	622,685	622,223
<b>TOTAL PERSONNEL COSTS</b>		<b>3,411,988</b>	<b>3,727,426</b>	<b>5,057,942</b>	<b>5,057,942</b>	<b>4,096,598</b>	<b>4,338,486</b>	<b>5,401,658</b>	<b>5,341,565</b>
109.70005.500310	PROFESSIONAL SERVICES	232,906	207,545	506,000	543,750	271,802	203,406	370,750	370,750
109.70005.500400	TRAVEL & PER DIEM	13,619	18,997	34,800	34,800	23,824	14,568	20,000	20,000
109.70005.500410	COMMUNICATION & FREIGHT	3,515	3,833	4,900	4,900	3,896	4,196	4,000	4,000
109.70005.500460	REPAIR & MAINT - OFFICE EQUIP	-	-	645	645	-	-	645	645
109.70005.500461	REPAIR & MAINT - VEHICLES	-	-	200	200	-	-	200	200
109.70005.500470	PRINTING & BINDING	7,217	3,134	9,500	9,500	2,471	2,196	7,500	7,500
109.70005.500510	OFFICE SUPPLIES	340	395	7,000	7,000	1,166	1,152	2,000	2,000
109.70005.500520	OPERATING SUPPLIES	4,630	22,943	123,650	138,650	41,744	104,140	30,200	30,200
109.70005.500540	DUES/SUBSCRIPTIONS/MEMBERSHIPS	8,619	10,842	25,000	25,000	13,515	11,637	15,000	15,000
109.70005.500541	DUES/SUBS./MEMBER./TRAINING	12,784	20,523	48,000	48,000	15,328	18,107	20,000	20,000
109.70005.500811	INTERNAL SERVICES	-	-	1,679,907	1,679,907	-	1,679,907	1,748,738	1,764,085
<b>TOTAL OPERATING COST</b>		<b>283,630</b>	<b>288,212</b>	<b>2,439,602</b>	<b>2,492,352</b>	<b>373,746</b>	<b>2,039,309</b>	<b>2,219,033</b>	<b>2,234,380</b>
109.70005.500640	CAPITAL OUTLAY - OFFICE	-	7,647	-	77,250	-	92,000	-	-
109.70005.500641	CAPITAL OUTLAY - VEHICLES	-	-	172,360	249,982	77,622	77,622	172,360	172,360
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>7,647</b>	<b>172,360</b>	<b>327,232</b>	<b>77,622</b>	<b>169,622</b>	<b>172,360</b>	<b>172,360</b>
109.70005.500921	TRANSFER OUT - DEV. SERV. TECHNOLOGY FUND	146,263	130,000	-	-	-	-	-	-
<b>TOTAL TRANSFERS OUT</b>		<b>146,263</b>	<b>130,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL BUILDING FUND EXPENSES</b>		<b>3,841,881</b>	<b>4,153,285</b>	<b>7,669,904</b>	<b>7,877,526</b>	<b>4,547,966</b>	<b>6,547,417</b>	<b>7,793,051</b>	<b>7,748,305</b>
USE OF FUND BALANCE		-	-	1,665,904	1,665,904	-	1,665,904	2,771,551	2,726,805
PRIOR YEAR OPERATING BALANCES		-	-	-	207,622	-	207,622	-	-
<b>Ending Fund Balance</b>		<b>3,996,685</b>	<b>6,132,605</b>	<b>4,466,701</b>	<b>4,259,079</b>	<b>3,152,072</b>	<b>380,521</b>	<b>380,521</b>	<b>425,267</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date



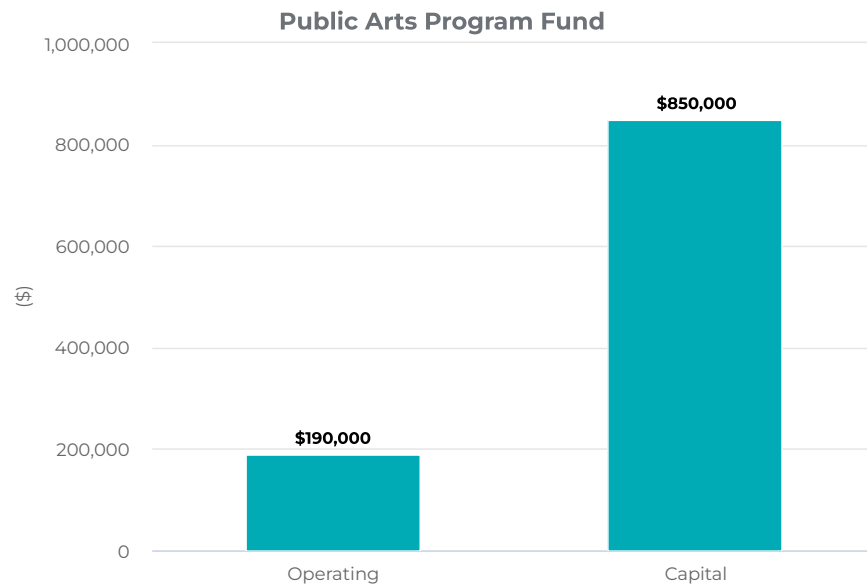


## Public Arts Program Fund

Ordinance No. 2015-09 established the Public Art Program Fund. The purpose of the Public Arts Program is to promote the general welfare of the community, increase property values, and enhance the environment through artistic opportunities that will create a cultural legacy for future generations through the collection and exhibition of high-quality art pieces. A Public Art Program would create a stimulating cultural environment that reflects and enhances the City's heritage, diversity, and character through public artworks integrated in the architecture, infrastructure and landscape.

The Public Arts Fund shall be used solely for expenses associated with the selection, installation, commissioning, acquisition, transportation, maintenance, restoration or rehabilitation, public education, community outreach, promotion, administration, removal and insurance of the works of art or in relation thereto.

## Public Arts Program Fund Budget Highlights



- **310 Professional Services** – Funding was transferred to the Parks organization account code in order to expend funding as dictated by the above referenced Ordinance.
- **450 Insurance** – Funding was transferred to the Parks organization account code in order to expend funding as dictated by the above referenced Ordinance.
- **466 Installation & Maintenance-Art Exhibits** – Funding was transferred to the Parks organization account code in order to expend funding as dictated by the above referenced Ordinance.

## 110 - Public Arts Program Fund Budget

		ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
ACCT NO.	ACCOUNT TITLE	FY 2021-22	FY 2022-23	BUDGET	BUDGET*	ACTUALS	ESTIMATE	PROPOSED	ADOPTED
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
BEGINNING FUND BALANCE		1,811,069	2,390,787	2,211,554	2,211,554		2,211,554	1,406,593	1,406,593
REVENUES									
110.4000.324720	IMPACT FEES-COMM. PUBLIC ART	576,652	60,188	350,000	350,000	226,990	350,000	350,000	350,000
110.4000.361100	INTEREST INCOME	2,995	17,175	-	-	21,239	22,539	-	-
110.4000.369200	PRIOR YEAR RECOVERY	-	-	-	-	-	-	-	-
110.4000.369201	IMPACT FEES - PRIOR YEARS	-	-	-	-	-	-	-	-
110.4000.381100	OPERATING TRANSFER IN	-	-	-	-	-	-	-	-
TOTAL REVENUES		579,647	77,363	350,000	350,000	248,228	372,539	350,000	350,000
OTHER RESOURCES									
110.4000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	690,000	690,000	-	690,000	690,000	690,000
PRIOR YEAR OPERATING BALANCES		-	-	-	137,500	-	137,500	-	-
TOTAL OTHER RESOURCES		-	-	690,000	827,500	-	827,500	690,000	690,000
TOTAL AVAILABLE RESOURCES		579,647	77,363	1,040,000	1,177,500	248,228	1,200,039	1,040,000	1,040,000
EXPENDITURES									
110.40005.500310	PROFESSIONAL SERVICES	(71)	-	-	-	-	-	-	-
110.40005.500450	INSURANCE	-	-	-	-	-	-	-	-
110.40005.500466	INSTALL & MAINT - ART EXHIBITS	-	36,596	-	-	-	-	-	-
110.90005.500310	PROFESSIONAL SERVICES	-	-	30,000	30,000	25,000	30,000	30,000	30,000
110.90005.500450	INSURANCE	-	-	40,000	40,000	11,453	40,000	40,000	40,000
110.90005.500466	INSTALL & MAINT - ART EXHIBITS	-	-	120,000	120,000	1,114	120,000	120,000	120,000
TOTAL OPERATING COST		(71)	36,596	190,000	190,000	37,567	190,000	190,000	190,000
110.40005.500652	CAPITAL OUTLAY-OTHER	-	220,000	-	137,500	-	137,500	-	-
110.90005.500652	CAPITAL OUTLAY-OTHER	-	-	850,000	850,000	-	850,000	850,000	850,000
TOTAL CAPITAL OUTLAY		-	220,000	850,000	987,500	-	987,500	850,000	850,000
TOTAL PUBLIC ARTS PROGRAM FUND EXPENSES		(71)	256,596	1,040,000	1,177,500	37,567	1,177,500	1,040,000	1,040,000
USE OF FUND BALANCE									
USE OF FUND BALANCE		-	-	690,000	690,000	-	690,000	690,000	690,000
PRIOR YEAR OPERATING BALANCES		-	-	-	137,500	-	137,500	-	-
Ending Fund Balance		2,390,787	2,211,554	1,521,554	1,384,054		1,406,593	716,593	716,593

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date





## American Rescue Plan Act Fund

The purpose of the American Rescue Plan Act Fund is to fund vaccinations, provide direct relief to families bearing the brunt of the COVID-19 crisis, and support struggling communities. In addition, the Coronavirus State and Local Fiscal Recovery Funds provide needed fiscal relief for recipients that have experienced revenue loss due to the onset of the Covid-19 public health emergency.

### 111 - American Rescue Plan Act Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		6,440,696	12,748,851	12,844,544	12,844,544		12,844,544	2,908,901	2,908,901
<b>REVENUES</b>									
111.5000.331102	FEDERAL REIMB - AMERICAN RESCUE	144,218	-	-	-	10,000,000	10,000,000	-	-
111.5000.361100	INTEREST INCOME	12,691	95,693	-	-	93,694	64,357	-	-
	<b>TOTAL REVENUES</b>	<b>156,909</b>	<b>95,693</b>	<b>-</b>	<b>-</b>	<b>10,093,694</b>	<b>10,064,357</b>	<b>-</b>	<b>-</b>
<b>OTHER RESOURCES</b>									
111.223001	UNEARNED REVENUE <sup>1</sup>	6,295,256	-	-	-	(10,000,000)	(10,000,000)	-	-
111.5000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>6,295,256</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10,000,000)</b>	<b>(10,000,000)</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>6,452,165</b>	<b>95,693</b>	<b>-</b>	<b>-</b>	<b>93,694</b>	<b>64,357</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>									
111.50005.500310	PROFESSIONAL SERVICES	(208)	-	-	-	-	-	-	-
111.90005.500520	OPERATING SUPPLIES	4,227	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	<b>4,019</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
111.50005.500652	CAPITAL OUTLAY - OTHER	139,990	-	-	-	-	-	-	-
	<b>TOTAL CAPITAL OUTLAY</b>	<b>139,990</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
111.90005.500923	TRANSFER OUT - ARPA FUND	-	-	-	10,000,000	10,000,000	10,000,000	-	-
	<b>TOTAL TRANSFERS OUT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL AMERICAN RESCUE PLAN ACT FUND EXPENSES</b>		<b>144,009</b>	<b>-</b>	<b>-</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>-</b>	<b>-</b>
USE OF FUND BALANCE		-	-	-	-	-	-	-	-
PRIOR YEAR OPERATING BALANCES		-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>		<b>12,748,851</b>	<b>12,844,544</b>	<b>12,844,544</b>	<b>2,844,544</b>	<b>2,908,901</b>	<b>2,908,901</b>	<b>2,908,901</b>	<b>2,908,901</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date

<sup>1</sup>Actual 2021-22 and 2022-23 column ending fund balance do not match the financial statements, as the federal reimbursement amount received has been placed in an unearned revenue account in accordance with GAAP



An election was held on November 6, 2018, whereby electors of the City approved the issuance of not exceeding \$150,000,000 of general obligation bonds of the City for the purpose of financing the construction and improvement of parks and recreational facilities with safety features, including, but not limited to, green spaces, community centers, cultural amenities, aquatic facility, playgrounds, sports fields and approximately five miles of walking/cycling trails (collectively, the “Parks and Recreation Projects”), payable from ad valorem taxes on all of the taxable property within the City (the “Bond Referendum”). The Bond Referendum was duly held and conducted in all respects according to law, and a majority of electors casting a ballot voted in favor of the issuance of such bonds for such purpose.

The Bonds are being issued for the purpose of financing the Parks and Recreation Projects and paying certain costs and expenses relating to the issuance of the Bonds.

The Bonds are general obligations of the City. The principal of and interest on the Bonds shall be secured by a pledge of the full faith, credit and taxing power of the City without limitation. In each Fiscal Year while any of the Bonds are outstanding there shall be assessed, levied and collected a tax, without limitation as to rate or amount, on all taxable property within the corporate limits of the City (excluding exemptions as provided by applicable law), in addition to all other taxes, sufficient in amount to pay the principal of and interest on the Bonds as the same shall become due. The tax assessed, levied and collected for the security and payment of the Bonds shall be assessed, levied and collected and the proceeds of said tax shall be applied solely to the payment of the principal of, premium, if any, and interest on the Bonds and shall be in addition to all other taxes authorized to be levied by the City.



**Bond Debt  
Service Fund**

**Bond Debt Service Fund Budget Highlights**





## City of Doral General Obligation Bonds, Series 2019

Fiscal Year				Total
Ending	Principal	Interest	Debt Service	
September 30				
2020	\$ 650,000.00	\$ 1,789,761.31	\$	2,439,761.31
2021	\$ 890,000.00	\$ 1,550,581.26	\$	2,440,581.26
2022	\$ 930,000.00	\$ 1,506,081.26	\$	2,436,081.26
2023	\$ 980,000.00	\$ 1,459,581.26	\$	2,439,581.26
2024	\$ 1,025,000.00	\$ 1,410,581.26	\$	2,435,581.26
2025	\$ 1,080,000.00	\$ 1,359,331.26	\$	2,439,331.26
2026	\$ 1,135,000.00	\$ 1,305,331.26	\$	2,440,331.26
2027	\$ 1,190,000.00	\$ 1,248,581.26	\$	2,438,581.26
2028	\$ 1,250,000.00	\$ 1,189,081.26	\$	2,439,081.26
2029	\$ 1,310,000.00	\$ 1,126,581.26	\$	2,436,581.26
2030	\$ 1,375,000.00	\$ 1,061,081.26	\$	2,436,081.26
2031	\$ 1,420,000.00	\$ 1,019,831.26	\$	2,439,831.26
2032	\$ 1,460,000.00	\$ 977,231.26	\$	2,437,231.26
2033	\$ 1,505,000.00	\$ 933,431.26	\$	2,438,431.26
2034	\$ 1,550,000.00	\$ 888,281.26	\$	2,438,281.26
2035	\$ 1,595,000.00	\$ 841,781.26	\$	2,436,781.26
2036	\$ 1,645,000.00	\$ 793,931.26	\$	2,438,931.26
2037	\$ 1,695,000.00	\$ 744,581.26	\$	2,439,581.26
2038	\$ 1,745,000.00	\$ 693,731.26	\$	2,438,731.26
2039	\$ 1,795,000.00	\$ 641,381.26	\$	2,436,381.26
2040	\$ 1,850,000.00	\$ 587,531.26	\$	2,437,531.26
2041	\$ 1,905,000.00	\$ 532,031.26	\$	2,437,031.26
2042	\$ 1,965,000.00	\$ 472,500.00	\$	2,437,500.00
2043	\$ 2,025,000.00	\$ 411,093.76	\$	2,436,093.76
2044	\$ 2,090,000.00	\$ 347,812.50	\$	2,437,812.50
2045	\$ 2,155,000.00	\$ 282,500.00	\$	2,437,500.00
2046	\$ 2,225,000.00	\$ 215,156.26	\$	2,440,156.26
2047	\$ 2,295,000.00	\$ 145,625.00	\$	2,440,625.00
2048	\$ 2,365,000.00	\$ 73,906.26	\$	2,438,906.26
<b>Total</b>	<b>\$ 45,100,000.00</b>	<b>\$ 25,608,911.55</b>	<b>\$</b>	<b>70,708,911.55</b>



## City of Doral General Obligation Bonds, Series 2021

Fiscal Year			
Ending			Total
September 30	Principal	Interest	Debt Service
2022	\$ 1,110,000.00	\$ 4,029,547.50	\$ 5,139,547.50
2023	\$ 1,590,000.00	\$ 3,553,050.00	\$ 5,143,050.00
2024	\$ 1,665,000.00	\$ 3,473,550.00	\$ 5,138,550.00
2025	\$ 1,750,000.00	\$ 3,390,300.00	\$ 5,140,300.00
2026	\$ 1,840,000.00	\$ 3,302,800.00	\$ 5,142,800.00
2027	\$ 1,930,000.00	\$ 3,210,800.00	\$ 5,140,800.00
2028	\$ 2,025,000.00	\$ 3,114,300.00	\$ 5,139,300.00
2029	\$ 2,130,000.00	\$ 3,013,050.00	\$ 5,143,050.00
2030	\$ 2,235,000.00	\$ 2,906,550.00	\$ 5,141,550.00
2031	\$ 2,345,000.00	\$ 2,794,800.00	\$ 5,139,800.00
2032	\$ 2,440,000.00	\$ 2,701,000.00	\$ 5,141,000.00
2033	\$ 2,540,000.00	\$ 2,603,400.00	\$ 5,143,400.00
2034	\$ 2,640,000.00	\$ 2,501,800.00	\$ 5,141,800.00
2035	\$ 2,745,000.00	\$ 2,396,200.00	\$ 5,141,200.00
2036	\$ 2,855,000.00	\$ 2,286,400.00	\$ 5,141,400.00
2037	\$ 2,970,000.00	\$ 2,172,200.00	\$ 5,142,200.00
2038	\$ 3,085,000.00	\$ 2,053,400.00	\$ 5,138,400.00
2039	\$ 3,210,000.00	\$ 1,930,000.00	\$ 5,140,000.00
2040	\$ 3,340,000.00	\$ 1,801,600.00	\$ 5,141,600.00
2041	\$ 3,475,000.00	\$ 1,668,000.00	\$ 5,143,000.00
2042	\$ 3,610,000.00	\$ 1,529,000.00	\$ 5,139,000.00
2043	\$ 3,755,000.00	\$ 1,384,600.00	\$ 5,139,600.00
2044	\$ 3,905,000.00	\$ 1,234,400.00	\$ 5,139,400.00
2045	\$ 4,065,000.00	\$ 1,078,200.00	\$ 5,143,200.00
2046	\$ 4,225,000.00	\$ 915,600.00	\$ 5,140,600.00
2047	\$ 4,395,000.00	\$ 746,600.00	\$ 5,141,600.00
2048	\$ 4,570,000.00	\$ 570,800.00	\$ 5,140,800.00
2049	\$ 4,755,000.00	\$ 388,000.00	\$ 5,143,000.00
2050	\$ 4,945,000.00	\$ 197,800.00	\$ 5,142,800.00
<b>Total</b>	<b>\$ 86,145,000.00</b>	<b>\$ 62,947,747.50</b>	<b>\$ 149,092,747.50</b>





## 201 - Debt Service Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	DEPT. REQ. FY 2024-25	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		453	(218,261)	(177,485)	(177,485)		(177,485)	646,972	646,972	646,972
<b>REVENUES</b>										
201.5000.311100	AD VALOREM TAXES - CURRENT	35	-	-	-	-	-	-	-	-
201.5000.311200	AD VALOREM TAXES - DELINQUENT	129,225	672,484	-	-	(194,182)	-	-	-	-
201.5000.311300	SPECIAL AD VALOREM TAXES SER 19	7,227,654	6,944,573	8,386,588	8,386,588	8,639,340	8,386,588	8,386,588	9,230,754	9,230,754
201.5000.361100	INTEREST INCOME	-	6,350	-	-	11,636	12,000	-	-	-
<b>TOTAL REVENUES</b>		<b>7,356,914</b>	<b>7,623,407</b>	<b>8,386,588</b>	<b>8,386,588</b>	<b>8,456,793</b>	<b>8,398,588</b>	<b>8,386,588</b>	<b>9,230,754</b>	<b>9,230,754</b>
<b>OTHER RESOURCES</b>										
201.5000.300100	RESERVES - IN USE OF FUND BALANCE	218,714	-	-	-	-	-	-	-	-
PRIOR YEAR OPERATING BALANCES		-	-	-	-	-	-	-	-	-
<b>TOTAL OTHER RESOURCES</b>		<b>218,714</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>7,575,629</b>	<b>7,623,407</b>	<b>8,386,588</b>	<b>8,386,588</b>	<b>8,456,793</b>	<b>8,398,588</b>	<b>8,386,588</b>	<b>9,230,754</b>	<b>9,230,754</b>
<b>EXPENDITURES</b>										
201.50005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-	-
<b>TOTAL OPERATING COST</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
201.50005.500713	DEBT SERVICE-PRINCIPAL 2019 BOND	930,000	980,000	1,025,000	1,025,000	1,025,000	1,025,000	1,080,000	1,080,000	1,080,000
201.50005.500714	DEBT SERVICE-PRINCIPAL 2021 BOND	1,110,000	1,590,000	1,665,000	1,665,000	1,665,000	1,665,000	1,750,000	1,750,000	1,750,000
201.50005.500721	DEBT SERVICE-INTEREST 2019 BOND	1,506,081	1,459,581	1,410,581	1,410,581	1,410,581	1,410,581	1,359,331	1,359,331	1,359,331
201.50005.500722	DEBT SERVICE-INTEREST 2021 BOND	4,029,547	3,553,050	3,473,550	3,473,550	3,473,550	3,473,550	3,390,300	3,390,300	3,390,300
<b>TOTAL CAPITAL OUTLAY</b>		<b>7,575,629</b>	<b>7,582,631</b>	<b>7,574,131</b>	<b>7,574,131</b>	<b>7,574,131</b>	<b>7,574,131</b>	<b>7,579,631</b>	<b>7,579,631</b>	<b>7,579,631</b>
<b>TOTAL DEBT SERVICE FUND EXPENSES</b>		<b>7,575,629</b>	<b>7,582,631</b>	<b>7,574,131</b>	<b>7,574,131</b>	<b>7,574,131</b>	<b>7,574,131</b>	<b>7,579,631</b>	<b>7,579,631</b>	<b>7,579,631</b>
USE OF FUND BALANCE		218,714	-	-	-	-	-	-	-	-
PRIOR YEAR OPERATING BALANCES		-	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>		<b>(218,261)</b>	<b>(177,485)</b>	<b>634,972</b>	<b>634,972</b>		<b>646,972</b>	<b>1,453,929</b>	<b>2,298,095</b>	<b>2,298,095</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date





## Capital Improvement Fund

This section provides a brief overview of the capital improvement projects that are scheduled to take place during the fiscal year, as well as a breakdown of those Capital Improvement Projects that are funded through the Capital Project Fund. Pursuant to the City Charter Section 3.2(5), a capital program is developed and updated annually.

The Capital Improvement Fund is used to fund improvements to the City of Doral Government Center.

## Capital Improvement Fund Budget Highlights

The Capital Improvement Fund is supported by an operating transfer-in from the General Fund in the amount of \$257,200.

### 301 - Capital Improvement Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		791,062	494,363	896,518	896,518		896,518	7,883	7,883
<b>REVENUES</b>									
301.5000.361100	INTEREST INCOME	820	6,954	-	-	7,998	-	-	-
301.5000.381100	OPERATING TRANSFERS IN	-	450,000	-	-	-	-	257,200	257,200
	<b>TOTAL REVENUES</b>	<b>820</b>	<b>456,954</b>	<b>-</b>	<b>-</b>	<b>7,998</b>	<b>-</b>	<b>257,200</b>	<b>257,200</b>
<b>OTHER RESOURCES</b>									
301.5000.300100	RESERVES - IN USE OF FUND BALANCE	296,699	-	-	-	-	-	7,800	7,800
	PRIOR YEAR OPERATING BALANCES	-	-	-	888,635	-	888,635	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>296,699</b>	<b>-</b>	<b>-</b>	<b>888,635</b>	<b>-</b>	<b>888,635</b>	<b>7,800</b>	<b>7,800</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>297,519</b>	<b>456,954</b>	<b>-</b>	<b>888,635</b>	<b>7,998</b>	<b>888,635</b>	<b>265,000</b>	<b>265,000</b>
<b>EXPENDITURES</b>									
301.50005.500310	PROFESSIONAL SERVICES	(21)	-	-	-	-	-	-	-
301.80005.500310	PROFESSIONAL SERVICES - CITY HALL CONST.	6,471	738	-	-	-	-	25,000	25,000
301.80005.500520	OPERATING SUPPLIES	192,723	-	-	50,000	36,864	40,000	30,000	30,000
	<b>TOTAL OPERATING COST</b>	<b>199,173</b>	<b>738</b>	<b>-</b>	<b>50,000</b>	<b>36,864</b>	<b>40,000</b>	<b>55,000</b>	<b>55,000</b>
301.80005.500620	CAPITAL - BUILDING	78,546	54,060	-	385,435	99,388	395,435	-	-
301.80005.500634	IMPROVEMENTS	19,800	-	-	453,200	-	453,200	210,000	210,000
	<b>TOTAL CAPITAL OUTLAY</b>	<b>98,346</b>	<b>54,060</b>	<b>-</b>	<b>838,635</b>	<b>99,388</b>	<b>848,635</b>	<b>210,000</b>	<b>210,000</b>
<b>TOTAL CAPITAL IMPROVEMENT FUND EXPENSES</b>		<b>297,519</b>	<b>54,798</b>	<b>-</b>	<b>888,635</b>	<b>136,252</b>	<b>888,635</b>	<b>265,000</b>	<b>265,000</b>
	USE OF FUND BALANCE	296,699	-	-	-	-	-	7,800	7,800
	PRIOR YEAR OPERATING BALANCES	-	-	-	888,635	-	888,635	-	-
<b>Ending Fund Balance</b>		<b>494,363</b>	<b>896,518</b>	<b>896,518</b>	<b>7,883</b>		<b>7,883</b>	<b>83</b>	<b>83</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date





## Capital Asset Reserve Fund

This fund was established in FY 2015-2016 in an effort to help fund future capital replacement. The Capital Asset Reserve funding principle is that the money is collected and segregated, over a period of time, to cover the repair or replacement cost of existing common elements; that is, capital assets already in existence.

Capital Asset Reserve Funds are part of a long-term financial plan, which helps:

- Strengthen the Community's fiscal health and increase the market value of units

## Capital Asset Reserve Fund Budget Highlights

The Capital Asset Reserve Fund is supported by an operating transfer-in from the General Fund in the amount of \$420,000.

### 302 - Capital Asset Reserve Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END	PROPOSED	ADOPTED
		FY 2021-22	FY 2022-23	BUDGET	BUDGET*	ACTUALS	ESTIMATE	FY 2024-25	FY 2024-25
	<b>BEGINNING FUND BALANCE</b>	2,811,347	3,337,870	3,484,373	3,484,373		3,484,373	3,984,373	3,984,373
<b>REVENUES</b>									
302.5000.361100	INTEREST INCOME	26,523	146,503	-	-	179,624	-	-	-
302.5000.381100	OPERATING TRANSFERS IN	500,000	-	500,000	500,000	500,000	500,000	420,000	420,000
	<b>TOTAL REVENUES</b>	<b>526,523</b>	<b>146,503</b>	<b>500,000</b>	<b>500,000</b>	<b>679,624</b>	<b>500,000</b>	<b>420,000</b>	<b>420,000</b>
<b>OTHER RESOURCES</b>									
302.5000.300100	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL AVAILABLE RESOURCES</b>	<b>526,523</b>	<b>146,503</b>	<b>500,000</b>	<b>500,000</b>	<b>679,624</b>	<b>500,000</b>	<b>420,000</b>	<b>420,000</b>
<b>EXPENDITURES</b>									
302.50005.500310	PROFESSIONAL SERVICES	-	-	-	-	-	-	-	-
	<b>TOTAL OPERATING COST</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>TOTAL INFRASTRUCTURE REPLACEMENT FUND EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	<b>Ending Fund Balance<sup>1</sup></b>	<b>3,337,870</b>	<b>3,484,373</b>	<b>3,984,373</b>	<b>3,984,373</b>		<b>3,984,373</b>	<b>4,404,373</b>	<b>4,404,373</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date

<sup>1</sup> Ending Fund Balance as per Ordinance No. 2024-11 shall maintain a minimum ending fund balance equal to the dollar amount five-year average of the City's annual capital budget





## General Obligation Bond, Series 2019

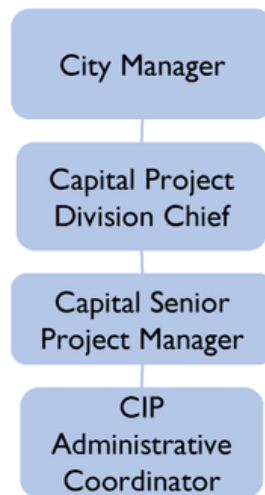
Since 2003, when the City was incorporated, the Mayor and City Councilmembers have envisioned world-class parks with many amenities that would be multi-generational, multi-purpose, and multi-seasonal. The City is working proactively to help provide additional parks, facilities, and amenities to meet the needs of both current and future residents. A key goal is for all residents of the City to be within walking distance of a “walk-to” or neighborhood park, that meets the recreational needs of residents of all ages, interests, and capabilities.

The recent park system master planning process completed in 2017 validated that Doral has a proven reputation for providing high-quality parks, amenities, and experiences, however, struggles to meet the demands of a rapidly growing population in a landlocked geography. As noted in both the 2010 and 2017 Doral Parks System Master Plans, the City is perpetually playing “catch up”, resulting in parks which can become over-used, overprogrammed, and inflexible.

The City of Doral is currently “under-parked”, based on state and national benchmarks, as well as comparisons to similar cities. While the City’s comprehensive plan establishes a level-of-service (LOS) goal of 4.5 acres of parkland per 1,000 population, the actual LOS is 1.85 acres per thousand. If no additional parkland is acquired, the LOS will decline to approximately 1.5 acres/1,000 by the year 2025 when the City’s population is estimated to exceed 90,000 residents. When a park systems level of service decreases, so does the City’s quality of life.

The City of Doral has a proven history of providing high-quality parks and public spaces, which when combined with Doral’s active and social population, result in high levels of usage. While positive, this increased level of consistent activation also results in an increased level of wear and tear on the equipment and facilities at existing park sites. With Doral’s population projected to continue increasing into the foreseeable future, strategic improvements to existing parks and facilities will be necessary to maintain the quality of experiences that Doral residents have come to expect. Many of these improvements will be focused on increasing the usability, accessibility, and most importantly the safety of Doral’s existing park sites.

## Organizational Chart



## General Obligation Bond, Series 2019 Accomplishments for FY 2024

The following section lists prior year accomplishments and status by individual projects

### Trails and Tails Park

- Finalizing IT Department camera installation
- Project completed

### White Course Park

- Project completed

### Cultural Arts Center

- Project completed

### Trails Network

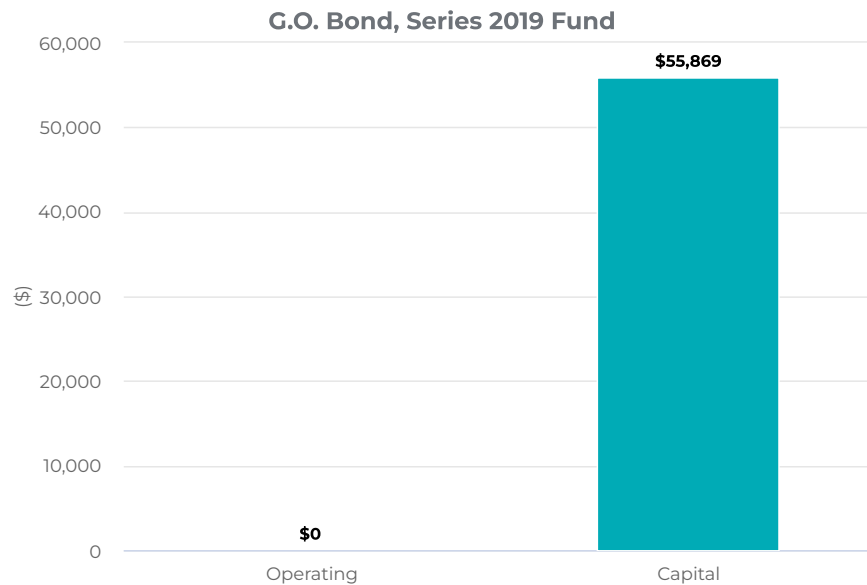
- Project Phase I completed

## General Obligation Bond, Series 2019 Objectives for FY 2025

The following objectives provide a description of the anticipated accomplishments by project for the bond program for the upcoming year.

### Trails Network

- Project Phase II being funded from General Obligation Bond, Series 2021



## General Obligation Bond - Series 2019 Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.120 - Full Time Salaries							
	CIP Project Administrative Coordinator	1	1	0	0	0	\$ -
	<b>Full Time Salaries Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>
	<b>Total</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$ -</b>

## 303 - General Obligation Bond- Series 2019 Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		24,185,601	12,735,084	840,876	840,876		840,876	55,869	55,869
<b>REVENUES</b>									
303.5000.311100	AD VALOREM TAXES - CURRENT	-	-	-	-	-	-	-	-
303.5000.361100	INTEREST INCOME	1,624	24,595	-	-	39,543	50,000	-	-
303.5000.361110	PARKS BOND INTEREST INCOME	150,219	259,157	-	-	-	-	-	-
303.5000.367100	CHANGE IN INVESTMENT VALUE	(53,279)	-	-	-	-	-	-	-
303.5000.384110	PARK BOND DEBT PROCEEDS	-	-	-	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>98,563</b>	<b>283,752</b>	<b>-</b>	<b>-</b>	<b>39,543</b>	<b>50,000</b>	<b>-</b>	<b>-</b>
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	11,450,517	11,894,207	-	-	-	-	55,869	55,869
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>11,450,517</b>	<b>11,894,207</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,869</b>	<b>55,869</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>11,549,080</b>	<b>12,177,959</b>	<b>-</b>	<b>-</b>	<b>39,543</b>	<b>50,000</b>	<b>55,869</b>	<b>55,869</b>
<b>EXPENDITURES</b>									
303.80005.500120	FULL TIME SALARIES	57,153	-	-	-	-	-	-	-
303.80005.500125	COMPENSATED ABSENCES	1,869	-	-	-	-	-	-	-
303.80005.500140	OVERTIME	13	-	-	-	-	-	-	-
303.80005.500210	FICA & MICA TAXES	4,467	-	-	-	-	-	-	-
303.80005.500220	RETIREMENT CONTRIBUTION	6,732	-	-	-	-	-	-	-
303.80005.500230	LIFE & HEALTH INSURANCE	5,451	-	-	-	-	-	-	-
	<b>TOTAL PERSONNEL</b>	<b>75,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
303.50005.500317	PROF SERV - COST OF ISSUANCE	-	-	-	-	-	-	-	-
303.50005.500340	CONTRACTUAL SERVICES - OTHER	-	-	-	-	-	-	-	-
303.90005.500310	PROFESSIONAL SERVICES	20,966	1,936	100	100	-	100	-	-
	<b>TOTAL OPERATING</b>	<b>20,966</b>	<b>1,936</b>	<b>100</b>	<b>100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>
303.90005.500650	CONSTRUCTION IN PROGRESS	11,452,430	12,176,024	834,907	834,907	834,172	834,907	55,869	55,869
	<b>TOTAL CAPITAL OUTLAY</b>	<b>11,452,430</b>	<b>12,176,024</b>	<b>834,907</b>	<b>834,907</b>	<b>834,172</b>	<b>834,907</b>	<b>55,869</b>	<b>55,869</b>
<b>TOTAL PARK GO BOND SERIES 2019 FUND EXPENSES</b>		<b>11,549,080</b>	<b>12,177,959</b>	<b>835,007</b>	<b>835,007</b>	<b>834,172</b>	<b>835,007</b>	<b>55,869</b>	<b>55,869</b>
	USE OF FUND BALANCE	11,450,517	11,894,207	-	-	-	-	55,869	55,869
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>		<b>12,735,084</b>	<b>840,876</b>	<b>5,869</b>	<b>5,869</b>	<b>55,869</b>	<b>0</b>	<b>0</b>	<b>0</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date



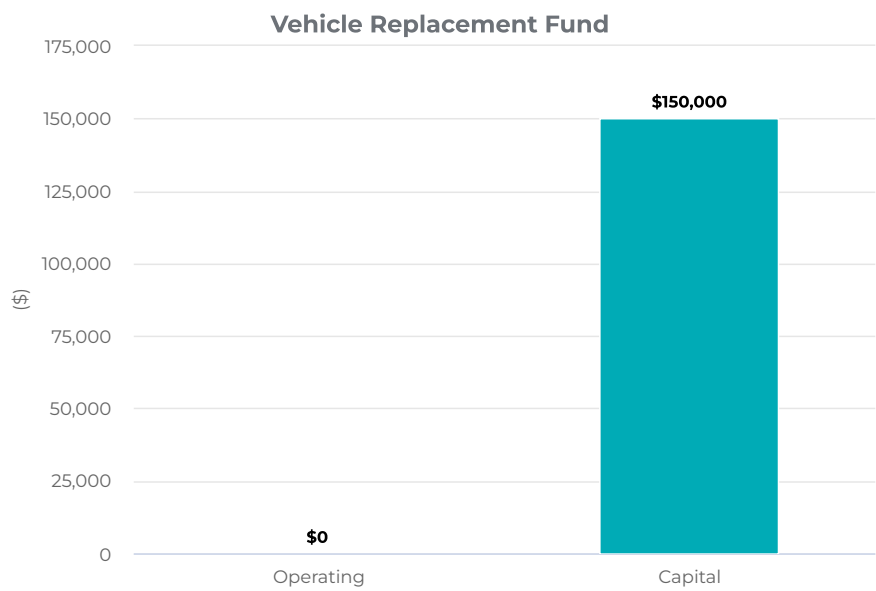


# Vehicle Replacement Fund

This fund has been established to manage monies to be utilized for vehicle replacement from insurance proceeds related to total vehicle losses. The Vehicle Replacement Fund is used to account for revenues and expenditures for replacement of vehicles for all departments within the City.

## Vehicle Replacement Fund Budget Highlights

The Vehicle Replacement Fund is supported by an operating transfer-in from the General Fund in the amount of \$150,000.





## 304 - Vehicle Replacement Fund Budget

		ACTUAL	ACTUAL	ADOPTED	AMENDED	YTD*	YEAR-END		
ACCT NO.	ACCOUNT TITLE	FY 2021-22	FY 2022-23	FY 2023-24	FY 2023-24	FY 2023-24	FY 2023-24	FY 2024-25	FY 2024-25
BEGINNING FUND BALANCE		117,553	333,861	91,699	91,699		91,699	48,956	48,956
REVENUES									
304.5000.361100	INTEREST INCOME	419	2,021	-	-	1,930	-	-	-
304.5000.369900	INSURANCE PROCEEDS	15,879	-	-	-	-	-	-	-
304.5000.381100	OPERATING TRANSFERS IN	200,000	100,000	150,000	150,000	150,000	150,000	150,000	150,000
TOTAL REVENUES		216,298	102,021	150,000	150,000	151,930	150,000	150,000	150,000
OTHER RESOURCES									
	RESERVES - IN USE OF FUND BALANCE	-	242,163	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	42,743	-	42,743	-	-
TOTAL OTHER RESOURCES		-	242,163	-	42,743	-	42,743	-	-
TOTAL AVAILABLE RESOURCES		216,298	344,184	150,000	192,743	151,930	192,743	150,000	150,000
EXPENDITURES									
304.50005.500310	PROFESSIONAL SERVICES	(11)	-	-	-	-	-	-	-
TOTAL OPERATING		(11)	-	-	-	-	-	-	-
304.50005.500641	CAPITAL OUTLAY - VEHICLES	-	344,183	150,000	192,743	44,885	192,743	150,000	150,000
TOTAL CAPITAL OUTLAY		-	344,183	150,000	192,743	44,885	192,743	150,000	150,000
TOTAL VEHICLE REPLACEMENT FUND EXPENSES		(11)	344,183	150,000	192,743	44,885	192,743	150,000	150,000
	USE OF FUND BALANCE	-	242,163	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	42,743	-	42,743	-	-
Ending Fund Balance		333,861	91,699	91,699	48,956		48,956	48,956	48,956

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date





## General Obligation Bond, Series 2021 Fund

The General Obligation Bond, Series 2021 Fund is a continuation of Series 2019 Fund 303. Funds were encumbered for use at the end of FY 2021, and will be available once the Series 2019 encumbrance has been liquidated. The expenditures are related to the financing of the construction and improvement of parks and recreational facilities with safety features, including but not limited to, green spaces, community centers, cultural amenities, aquatic facilities, playgrounds, sports fields and approximately five miles of walking/cycling trails.

### Organizational Chart



## General Obligation Bond, Series 2021 Accomplishments for FY 2024

The following section lists prior year accomplishments by project for the bond program.

### **Doral Central Park**

- Phase II/III obtained Temporary Certificate of Occupancy in June 2024
- Project Phase II/III Punchlist completion
- Project Phase II/III Grand Opening
- Permanent power obtained at Community Center
- HVAC start up completed at Community Center
- Myrtha pool system installation at Aquatics Competition Pool and Training Pool commenced and is ongoing

### **Trails Network**

- Continuation of design for lighting segments of trails identified as part of the Phase II
- Creation and advertising of solicitation package for construction services (Greenway Trail)
- Submission of required permits to Miami-Dade County (MDC) for trail segments which fall within their canal maintenance easement and/or right of way.

## General Obligation Bond, Series 2021 Objectives for FY 2025

The following objectives provide a description of the anticipated accomplishments by project for the bond program for the upcoming year.

### **Doral Central Park**

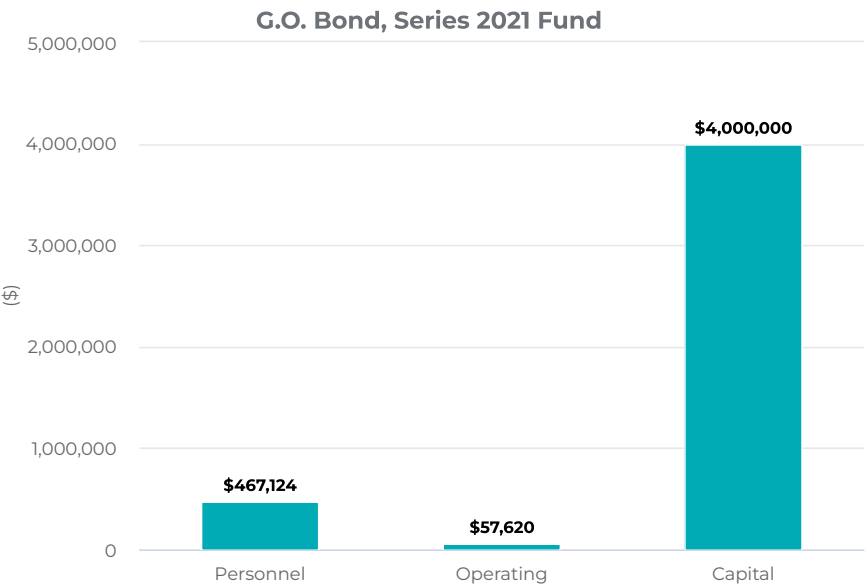
- Project Phase IV Completion and Certificate of Occupancy obtained.
- Project Phase IV Punch List completion
- Project Phase IV Grand Opening
- Project Closeout
- Aquatics Center to obtain permanent power
- HVAC start up completed at Aquatics Center

### **Trails Network**

- Obtaining all necessary permits from authorities having jurisdiction (i.e. Miami-Dade County)
- Construction commencement and/or completion of trails segments identified as part of Phase II



# General Obligation Bond, Series 2021 Fund Budget Highlights



- **110-230 Personnel Costs** - For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.

## General Obligation Bond - Series 2021 Fund Authorized Positions

ACCOUNT	POSITION	BUDGET FY 2020-21	BUDGET FY 2021-22	BUDGET FY 2022-23	BUDGET FY 2023-24	ADOPTED FY 2024-25	TOTAL COST FY 2024-25
500.120 - Full Time Salaries							
	CIP Project Administrative Coordinator	0	0	1	1	1	\$ 65,813
	Service Award 5 yr						\$ 548
	Capital Improvements Division Chief	0	0	0	1	1	\$ 142,604
	CIP Senior Project Manager	0	0	0	1	1	\$ 112,384
	<b>Full Time Salaries Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>\$ 321,349</b>
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>3</b>	<b>3</b>	<b>\$ 321,349</b>



## 305 - General Obligation Bond- Series 2021 Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		100,782,946	96,313,984	59,123,703	59,123,703		59,123,703	4,561,774	4,561,774
<b>REVENUES</b>									
305.5000.361110	PARKS BOND INTEREST INCOME	455,033	4,189,326	100,000	100,000	1,635,508	1,650,000	250,000	250,000
305.5000.367100	CHANGE IN INVEST VALUE	(343,683)	123,545	-	-	3	-	-	-
<b>TOTAL REVENUES</b>		111,350	4,312,871	100,000	100,000	1,635,511	1,650,000	250,000	250,000
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	4,468,963	37,190,281	313,746	313,746	-	313,746	4,274,744	4,273,744
	PRIOR YEAR OPERATING BALANCES	-	-	-	55,798,183	-	55,798,183	-	-
<b>TOTAL OTHER RESOURCES</b>		4,468,963	37,190,281	313,746	56,111,929	-	56,111,929	4,274,744	4,273,744
<b>TOTAL AVAILABLE RESOURCES</b>		4,580,313	41,503,151	413,746	56,211,929	1,635,511	57,761,929	4,524,744	4,523,744
<b>EXPENDITURES</b>									
305.80005.500120	FULL TIME SALARIES	-	55,675	-	-	-	-	-	-
305.80005.500125	COMPENSATED ABSENCES	-	1,547	-	-	-	-	-	-
305.80005.500140	OVERTIME	-	-	-	-	-	-	-	-
305.80005.500210	FICA & MICA TAXES	-	4,329	-	-	-	-	-	-
305.80005.500220	RETIREMENT CONTRIBUTION	-	6,808	-	-	-	-	-	-
305.80005.500230	LIFE & HEALTH	-	11,817	-	-	-	-	-	-
305.90005.500120	FULL TIME SALARIES	-	2,989	247,666	247,666	181,518	247,666	322,152	321,349
305.90005.500125	COMPENSATED ABSENCES	-	-	8,930	8,930	3,009	8,930	11,596	11,567
305.90005.500210	FICA & MICA TAXES	-	239	20,121	20,121	13,923	20,121	26,115	26,051
305.90005.500220	RETIREMENT CONTRIBUTION	-	-	29,720	29,720	8,777	29,720	38,592	38,496
305.90005.500230	LIFE & HEALTH	-	-	50,889	50,889	43,843	50,889	68,669	68,661
<b>TOTAL PERSONNEL</b>		-	83,405	357,326	357,326	251,070	357,326	467,124	466,124
305.90005.500310	PROFESSIONAL SERVICES	19,845	8,955	50,000	50,000	10,088	50,000	50,000	50,000
305.90005.500400	TRAVEL & PER DIEM	-	-	5,220	5,220	5,220	5,220	5,220	5,220
305.90005.500410	COMMUNICATION & FREIGHT	-	-	1,200	1,200	1,200	1,200	2,400	2,400
<b>TOTAL OPERATING</b>		19,845	8,955	56,420	56,420	16,508	56,420	57,620	57,620
305.90005.500650	CONSTRUCTION IN PROGRESS	4,560,468	41,410,791	-	55,798,183	36,683,989	55,798,183	4,000,000	4,000,000
<b>TOTAL CAPITAL OUTLAY</b>		4,560,468	41,410,791	-	55,798,183	36,683,989	55,798,183	4,000,000	4,000,000
<b>TOTAL PARK GO BOND SERIES 2021 FUND EXPENSES</b>		4,580,313	41,503,151	413,746	56,211,929	36,951,567	56,211,929	4,524,744	4,523,744
	USE OF FUND BALANCE	4,468,963	37,190,281	313,746	313,746	-	313,746	4,274,744	4,273,744
	PRIOR YEAR OPERATING BALANCES	-	-	-	55,798,183	-	55,798,183	-	-
<b>Ending Fund Balance</b>		96,313,984	59,123,703	58,809,957	3,011,774		4,561,774	287,030	288,030

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date



In 1987, the United States Congress amended the Clean Water Act to require the Environmental Protection Agency to develop regulations for the permitting of Stormwater discharges into the waters of the United States of America. In addition, under the provisions of the “Florida Air and Water Pollution Control Act,” (Chapter 403, Florida Statutes, at section 403.0891), local governments are required to develop Stormwater management programs. In order to comply with the mandated Federal requirements, and in accordance with state law, Miami-Dade County enacted a county-wide Stormwater utility ordinance (91-66) effective June 30, 1991.

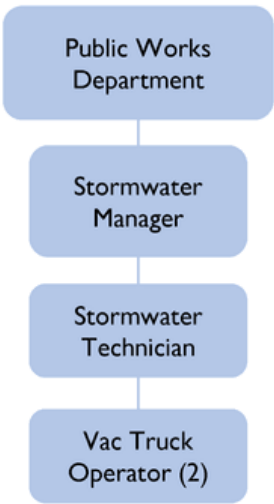
The money within the fund shall be used for the exclusive use of the City's Stormwater management utility, including but not limited to, the following:



## Stormwater Fund

- Stormwater management services, such as studies, design, permit review, planned preparation, and development review.
- Operation, maintenance, repair, and replacement of the Stormwater collection, storage, treatment, and conveyance infrastructure.
- Project cost related to constructing major or minor structural improvements to the Stormwater-related infrastructure as provided in any city Stormwater Management Plan.
- Administrative costs associated with the management of Stormwater management utility fee.
- Debt service financing of Stormwater-related capital improvements defined in any city Stormwater management plan, including City's pro rata share of the Miami-Dade County Stormwater Utility Revenue Bond Series 1999 and Series 2004.
- Funding of any studies, including water quantity and quality monitoring aerial photography and geotechnical work associated with the planning of Stormwater-related infrastructure.

## Organizational Chart



## Stormwater Fund Accomplishments for FY 2024

The following section lists prior year's accomplishments and the status of current year's budget initiatives that support the City's Strategic Goals.

- Completed the maintenance cycle of the City's Stormwater drainage infrastructure through the Catch Basin Maintenance Program.
- Completed the maintenance cycle of the City's Street Sweeping Maintenance Program.
- Completed the maintenance cycle of the City's Floating Debris Removal Services.
- Completed the maintenance cycle of the City's Right-of-Way Maintenance Program along the canal right of way.
- Completed the maintenance cycle of the City's Geo-Cell Web Maintenance program along the canal banks.
- Completed the construction phase of the NW 58<sup>th</sup> Street Outfall Project.
- Managed the Florida of Commerce grant award in an amount of \$1,000,000 for the implementation of the NW 58<sup>th</sup> Street Outfall Project.
- Completed the design phase of the stormwater improvements along "Sub Basin D-3-1" as identified in Year 1 of the Stormwater Capital Improvement Program. The Public Works and Procurement departments are working on the ITB for the construction Phase of the Project.
- Updated Stormwater Division written Standard Operating Procedures (SOP).
- Applied for a Hazard Mitigation Grant Program (HMGP) in the amount of \$1,000,000 for the design and construction of stormwater improvements along "Sub Basin NW 33 ST" as identified in Year 2 of the Stormwater Capital Improvement Program.
- Applied for a State Appropriations Grant in the amount of \$125,000 for the design and construction of the Green Infrastructure Plan (Phase 1) to enhance the City's infrastructure and provide nature-based solutions to promote a sustainable stormwater infiltration process.
- Applied for a Hurricane Ian Grant (FEMA) in the amount of \$730,378 for the construction of Stormwater Improvements along "Sub Basin NW33 ST" as identified in Year 2 of the Stormwater Capital Improvement Program.
- Applied for a Hurricane Nicole Grant (FEMA) in the amount of \$386,386 for the construction of Stormwater Improvements along "Sub Basin E7" as identified in the Stormwater Capital Improvement Program.
- Managed a State Grant award in an amount of \$150,822 for the construction phase of Sub Basin "NW 33 ST W" which is located along NW 33<sup>rd</sup> St between NW 87<sup>th</sup> Avenue and NW 82<sup>nd</sup> Avenue. The grant was totally reimbursed.
- Managed a Federal Grant award in an amount of \$165,000 to update the 2019 Stormwater Vulnerability Study. The Vulnerability Assessment was completed and approved by the FDEP. The Public Works Department and FDEP are working on the final reimbursement package for the grant.
- Completed the citywide Stormwater Vulnerability Study.
- Completed the Florida Department of Environmental Protection (FDEP) National Pollutant Discharge Elimination System (NPDES) Program MS4 Permit annual report for Cycle 6 one-year evaluation period.
- Conducted the Annual Sediment & Erosion Control training for City Staff as required by the NPDES MS4 Permit.
- Administered Mosquito Dunks to all City of Doral Stormwater Inlets within residential areas in preparation for the rainy season.
- Fully implemented the city's in-house catch basin maintenance program.





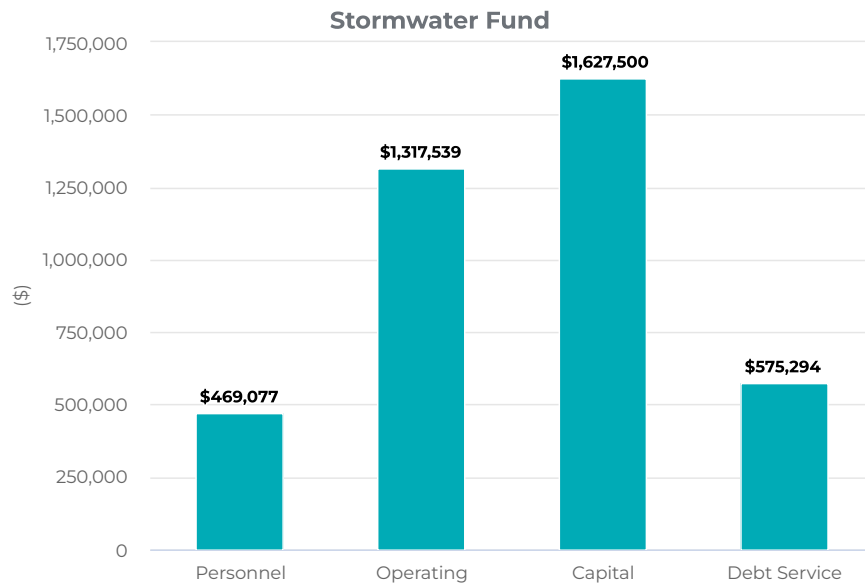
## Stormwater Fund - Objectives for FY 2025

The following objectives were developed to provide a description of the anticipated accomplishments for this department as they relate to the City Council's Budget Priorities and Strategic Goals which are indicated below.

- Award and complete the construction phase of the stormwater improvements along "Sub Basin D-3-1" as identified in Year 1 of the Stormwater Capital Improvement Program.
- Continue with the design of stormwater improvements for portions of Year 1 and Year 4 of the Stormwater Master Plan 5-Year Capital Improvement Program.
- Award and complete the construction phase of the stormwater improvements for phase 1 of the Green Infrastructure Plan
- Address miscellaneous drainage deficiencies identified throughout the City.
- Continue to develop and improve existing procedures and programs to maintain and improve the Stormwater drainage infrastructure's level of service.
- Continue to perform and manage the required maintenance programs to protect the stormwater infrastructure and water bodies from pollutants.
- Continue to follow the Florida Department of Environmental Protection (FDEP) NPDES MS4 Permit standards and prepare for the FY 2024-25 Annual Report.
- Continue to provide the required annual training to all City Staff within the Building Department, Public Works Department, and Code Compliance Department for Sediment & Erosion Control.
- Work alongside the Building Department and the Planning and Zoning Department to improve the City's Community Rating System (CRS) Program ranking, which provides constituents with flood insurance discounts.
- Apply for Federal and State Funding for grant opportunities for Stormwater Related Projects.
- Continue to perform market analysis for contractual services for City of Doral maintenance operations.
- Continue with the evaluation process of the Stormwater Fee for City of Doral commercial and residential properties.



## Stormwater Fund Budget Highlights



- **110-230 Personnel Costs** – For this fiscal year, there is a 4% cost of living adjustment and an up to 6.5% merit increase based on the individual's performance evaluation.
- **340 Contractual Services - Other** – This account was slightly increased as a result of the Florida minimum wage salary increase applied to the maintenance contracts.
- **520 Operating Supplies** – This account was increased as a result of the in-house catch basin maintenance program waste disposal process.
- **522 Operating Supplies - Vehicles** – This account was decreased as fuel consumption from the in-house catch basin maintenance program is being allocated to the fuel General Fund account.
- **640 – Capital Outlay - Office** – This account was increased due to the replacement of a vehicle.
- **710 Debt Service - Principal** – This account was increased in comparison to the previous Fiscal Year as a result of the costs of the Principal on County Debt as provided by Miami-Dade County in the most recent debt service schedule.
- **720 - Debt Service - Interest** – This account was decreased in comparison to the previous Fiscal Year as a result of Miami-Dade County's most recent debt service schedule.

## Stormwater Fund Authorized Positions

ACCOUNT	POSITION	BUDGET	BUDGET	BUDGET	BUDGET	ADOPTED	TOTAL COST
		FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2024-25
500.120 - Full Time Salaries							
	Stormwater Utility Manager	1	1	1	1	1	\$ 129,589
	Stormwater Utility Technician	1	1	1	1	1	\$ 69,310
	Vac Truck Operator	0	0	2	2	2	\$ 131,660
	Full Time Salaries Total	2	2	4	4	4	\$ 330,559
	Total	2	2	4	4	4	\$ 330,559



## 401 - Stormwater Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		8,134,052	12,391,900	14,131,227	14,131,227		14,131,227	14,926,835	14,926,835
<b>REVENUES</b>									
401.8000.314300	UTILITY TAXES - WATER	4,178,201	4,133,360	3,800,000	3,800,000	3,090,657	3,800,000	3,800,000	3,800,000
401.8000.334100	STATE REIMBURSEMENTS	325,315	1,098,861	950,000	950,000	67,064	950,000	950,000	950,000
401.8000.361100	INTEREST INCOME	110,317	255,930	140,000	140,000	367,412	140,000	140,000	140,000
401.8000.367100	CHANGE IN INVEST VALUE	(524,822)	37,838	-	-	236,422	54,179	-	-
<b>TOTAL REVENUES</b>		<b>4,089,010</b>	<b>5,525,989</b>	<b>4,890,000</b>	<b>4,890,000</b>	<b>3,761,555</b>	<b>4,944,179</b>	<b>4,890,000</b>	<b>4,890,000</b>
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	3,346,592	-	3,346,592	-	-
<b>TOTAL OTHER RESOURCES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>3,346,592</b>	<b>-</b>	<b>3,346,592</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>4,089,010</b>	<b>5,525,989</b>	<b>4,890,000</b>	<b>8,236,592</b>	<b>3,761,555</b>	<b>8,290,771</b>	<b>4,890,000</b>	<b>4,890,000</b>
<b>EXPENDITURES</b>									
401.80005.500120	FULL TIME SALARIES	131,678	116,742	258,128	258,128	178,459	258,128	333,988	330,559
401.80005.500125	COMPENSATED ABSENCES	1,552	2,723	9,307	9,307	2,787	9,307	12,042	11,920
401.80005.500140	OVERTIME	439	21	-	-	1,157	220	-	-
401.80005.500210	FICA & MICA TAXES	10,127	9,017	20,458	20,458	13,423	20,458	26,471	26,200
401.80005.500220	RETIREMENT CONTRIBUTIONS	15,485	13,377	30,976	30,976	21,780	30,976	40,079	39,668
401.80005.500230	LIFE & HEALTH INSURANCE	28,780	26,110	50,135	50,135	26,526	50,135	60,764	60,730
<b>TOTAL PERSONNEL COSTS</b>		<b>188,060</b>	<b>167,990</b>	<b>369,004</b>	<b>369,004</b>	<b>244,132</b>	<b>369,224</b>	<b>473,344</b>	<b>469,077</b>
401.80005.500310	PROFESSIONAL SERVICES	13,799	6,288	6,300	6,300	5,316	6,300	6,300	6,300
401.80005.500314	PROFESSIONAL SERVICES - ENGINEER	14,317	132,396	9,500	27,777	15,473	27,777	9,500	9,500
401.80005.500340	CONTRACTUAL SERVICES - OTHER	1,143,022	1,262,172	1,023,876	1,077,876	700,249	841,919	1,064,876	1,064,876
401.80005.500400	TRAVEL & PER DIEM	1,885	1,517	4,541	4,541	150	3,927	4,550	4,550
401.80005.500440	RENTAL & LEASES	-	-	105,753	105,753	104,803	105,503	105,753	105,753
401.80005.500470	PRINTING & BINDING	2,957	39	500	500	399	500	1,000	1,000
401.80005.500490	OTHER CURRENT CHARGES	34,129	987	60,000	60,000	15,922	40,277	60,000	60,000
401.80005.500520	OPERATING SUPPLIES	606	603	30,300	30,300	20,632	24,813	38,000	38,000
401.80005.500522	OPERATING SUPPLIES - VEHICLES	-	-	61,600	61,600	557	12,000	20,000	20,000
401.80005.500540	DUES, SUBSCRIPTIONS, MEMBERSHIPS	8,265	3,078	5,100	5,100	4,720	5,100	7,560	7,560
401.80005.500590	DEPRECIATION EXPENSE	1,058,743	1,119,071	-	-	-	-	-	-
401.80005.500592	AMORTIZATION - DEFERRED LOSS	52,383	52,383	-	-	-	-	-	-
<b>TOTAL OPERATING COST</b>		<b>2,330,105</b>	<b>2,578,533</b>	<b>1,307,470</b>	<b>1,379,747</b>	<b>868,222</b>	<b>1,068,116</b>	<b>1,317,539</b>	<b>1,317,539</b>
401.80005.500633	IMPRV - STREET	-	-	-	554,000	-	554,000	-	-
401.80005.500640	CAPITAL OUTLAY - OFFICE	-	-	-	-	-	-	27,500	27,500
401.80005.500650	CONSTRUCTION IN PROGRESS	-	-	1,600,000	4,320,315	217,248	1,582,075	1,600,000	1,600,000
<b>TOTAL CAPITAL OUTLAY</b>		<b>-</b>	<b>-</b>	<b>1,600,000</b>	<b>4,874,315</b>	<b>217,248</b>	<b>2,136,075</b>	<b>1,627,500</b>	<b>1,627,500</b>
401.80005.500710	DEBT SERVICE PRINCIPAL	(0)	77	429,173	429,173	321,880	429,173	450,770	450,770
401.80005.500720	DEBT SERVICE INTEREST	158,397	166,462	145,983	145,983	109,487	145,983	124,525	124,525
<b>TOTAL DEBT SERVICE</b>		<b>158,397</b>	<b>166,539</b>	<b>575,156</b>	<b>575,156</b>	<b>431,367</b>	<b>575,156</b>	<b>575,294</b>	<b>575,294</b>
<b>TOTAL STORMWATER FUND EXPENSES</b>		<b>2,676,561</b>	<b>2,913,062</b>	<b>3,851,630</b>	<b>7,198,222</b>	<b>1,760,969</b>	<b>4,148,571</b>	<b>3,993,677</b>	<b>3,989,410</b>
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	3,346,592	-	3,346,592	-	-
<b>Ending Fund Balance<sup>1</sup></b>		<b>12,391,900</b>	<b>14,131,227</b>	<b>15,169,597</b>	<b>11,823,005</b>		<b>14,926,835</b>	<b>15,823,158</b>	<b>15,827,425</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

<sup>1</sup> Fund Balance adjusted to show net of investment in capital assets.

\* YTD = Year to Date





## Parking Fund

The Parking Fund is a type of enterprise fund. The city provides locations to customers for parking throughout the city. Charges for the services are made based upon the amount of the service each customer utilizes. This business-like enterprise provides for operations, maintenance, collections and parking enforcement. The fund operates under the Public Works Department.

### Parking Fund Budget Highlights

On April 12, 2023 Ordinance No. 2023-08 was adopted removing the Parking Fund as a requirement. In Fiscal Year 2024 the parking revenues and expenditures are presented as part of the General Fund.

### 402 - Parking Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED* FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		-	-	48,634	48,634		48,634	0	0
<b>REVENUES</b>									
402.8000.34500	PARKING OPERATIONS	-	252,760	-	-	-	-	-	-
402.8000.359102	FINES - PARKING VIOLATIONS	-	-	-	-	-	-	-	-
	<b>TOTAL REVENUES</b>	-	252,760	-	-	-	-	-	-
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	7,000	-	7,000	-	-
	<b>TOTAL OTHER RESOURCES</b>	-	-	-	7,000	-	7,000	-	-
<b>TOTAL AVAILABLE RESOURCES</b>		-	252,760	-	7,000	-	7,000	-	-
<b>EXPENDITURES</b>									
402.80005.500340	CONTRACTUAL SERVICES - OTHER	-	203,525	-	-	-	-	-	-
402.80005.500520	OPERATING SUPPLIES	-	601	-	7,000	6,970	7,000	-	-
	<b>TOTAL OPERATING</b>	-	204,126	-	7,000	6,970	7,000	-	-
402.80005.500910	TRANSFER OUT - GENERAL FUND	-	-	-	-	-	41,634	-	-
	<b>TOTAL TRANSFERS OUT</b>	-	-	-	-	-	41,634	-	-
<b>TOTAL PARKING FUND EXPENSES</b>		-	204,126	-	7,000	6,970	48,634	-	-
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	7,000	-	7,000	-	-
<b>Ending Fund Balance</b>		-	48,634	48,634	41,634		0	0	0

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date

\* On April 12, 2023 Ordinance No. 2023-08 was passed and adopted removing the Parking Fund as a requirement. In FY 2024 the parking revenues and expenditures are presented as part of the General Fund.





## Other Post-Employment Benefits Fund

The Other Post-Employment Benefits (or OPEB) are benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve healthcare benefits, but also may include life insurance, disability, legal and other services.

The Government Finance Officers Association (GFOA) recommends that governments prefund their obligations for post-employment benefits other than pensions (OPEB) once they have determined that the employer has incurred a substantial long-term liability. In most cases, employers can make long-term investments to cover these obligations through a separate trust fund that should, over time result in a lower total cost for providing postemployment benefits.

## Other Post-Employment Benefits Fund Budget Highlights

The Other Post-Employment Benefits Fund is supported by an operating transfer-in from the General Fund in the amount of \$400,000.

### 651 - Other Post-Employment Benefits Fund Budget

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		1,530,771	1,946,192	2,440,663	2,440,663		2,440,663	2,944,543	2,944,543
<b>REVENUES</b>									
651.5000.361100	INTEREST INCOME	15,421	94,471	-	-	104,742	113,880	-	-
651.5000.381100	OPERATING TRANSFERS IN	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
	<b>TOTAL REVENUES</b>	<b>415,421</b>	<b>494,471</b>	<b>400,000</b>	<b>400,000</b>	<b>504,742</b>	<b>513,880</b>	<b>400,000</b>	<b>400,000</b>
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
<b>TOTAL OTHER RESOURCES</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>415,421</b>	<b>494,471</b>	<b>400,000</b>	<b>400,000</b>	<b>504,742</b>	<b>513,880</b>	<b>400,000</b>	<b>400,000</b>
<b>EXPENDITURES</b>									
651.50005.500310	PROFESSIONAL SERVICES	-	-	10,000	10,000	-	10,000	10,000	10,000
<b>TOTAL OPERATING</b>		<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>TOTAL OTHER POST-EMPLOYMENT BENEFITS FUND EXPENSES</b>		<b>-</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	-	-	-	-	-
<b>Ending Fund Balance</b>		<b>1,946,192</b>	<b>2,440,663</b>	<b>2,830,663</b>	<b>2,830,663</b>	<b>2,944,543</b>	<b>3,334,543</b>	<b>3,334,543</b>	<b>3,334,543</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date





## Pension Fund

Ordinance No. 2021-02 of the City of Doral established the City Elected Officials Retirement Plan, a retirement system for elected officials of the City. Any elected official, who has served two full terms of office or for a period of eight years, and who has reached the retirement age of 60, and no longer serves as an elected official in the City of Doral and applies for benefits, shall be entitled during the remainder of his/her natural life to an annual pension benefit equal to fifty percent (50%) of the elected official's compensation average of the last three years of compensation.

Moreover, a vested elected official shall be entitled to a credit towards the health insurance premium equal to a payment by the City totaling fifty percent (50%) of the cost. The City will maintain a life insurance policy for elected officials in the same amount as the policy maintained during their last year of service.

## Pension Fund Budget Highlights

On June 14, 2023 Ordinance No. 2023-15 was adopted repealing Ordinance No. 2021-02 Retirement System for Elected Officials.

ACCT NO.	ACCOUNT TITLE	ACTUAL FY 2021-22	ACTUAL FY 2022-23	ADOPTED BUDGET FY 2023-24	AMENDED BUDGET* FY 2023-24	YTD* ACTUALS FY 2023-24	YEAR-END ESTIMATE FY 2023-24	PROPOSED <sup>1</sup> FY 2024-25	ADOPTED FY 2024-25
<b>BEGINNING FUND BALANCE</b>		31,989	164,964	540,911	540,911		540,911	684,837	684,837
<b>REVENUES</b>									
652.5000.361100	INTEREST INCOME	(540)	18,243	-	-	8,774	8,833	-	-
652.5000.367100	CHANGE IN INVEST VALUE	(49,464)	46,228	-	-	97,714	142,205	-	-
652.5000.381100	OPERATING TRANSFERS IN	300,000	500,000	-	-	-	-	-	-
	<b>TOTAL REVENUES</b>	<b>249,996</b>	<b>564,471</b>	<b>-</b>	<b>-</b>	<b>106,488</b>	<b>151,038</b>	<b>-</b>	<b>-</b>
<b>OTHER RESOURCES</b>									
	RESERVES - IN USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	7,112	-	7,112	-	-
	<b>TOTAL OTHER RESOURCES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,112</b>	<b>-</b>	<b>7,112</b>	<b>-</b>	<b>-</b>
<b>TOTAL AVAILABLE RESOURCES</b>		<b>249,996</b>	<b>564,471</b>	<b>-</b>	<b>7,112</b>	<b>106,488</b>	<b>158,150</b>	<b>-</b>	<b>-</b>
<b>EXPENDITURES</b>									
652.10005.500310	PROFESSIONAL SERVICES	13,999	7,000	-	-	-	-	-	-
652.10005.500340	CONTRACTUAL SERVICES - OTHER	12,333	10,888	-	7,112	4,256	7,112	-	-
652.10005.500360	PENSION BENEFITS	90,689	170,636	-	-	36	-	-	-
	<b>TOTAL OPERATING</b>	<b>117,022</b>	<b>188,524</b>	<b>-</b>	<b>7,112</b>	<b>4,293</b>	<b>7,112</b>	<b>-</b>	<b>-</b>
<b>TOTAL PENSION FUND EXPENSES</b>		<b>117,022</b>	<b>188,524</b>	<b>-</b>	<b>7,112</b>	<b>4,293</b>	<b>7,112</b>	<b>-</b>	<b>-</b>
	USE OF FUND BALANCE	-	-	-	-	-	-	-	-
	PRIOR YEAR OPERATING BALANCES	-	-	-	7,112	-	7,112	-	-
<b>Ending Fund Balance</b>		<b>164,964</b>	<b>540,911</b>	<b>540,911</b>	<b>533,799</b>		<b>684,837</b>	<b>684,837</b>	<b>684,837</b>

\* Amended Budget includes approved amendments to the budget and/ or carryovers of previous year's projects.

\* YTD = Year to Date

<sup>1</sup> On June 14, 2023 Ordinance No. 2023-15 was passed and adopted Repealing Ordinance No. 2021-02 Retirement System for Elected Officials



---

# APPENDIX

---





## Glossary

**Abatement:** A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

**Accounting System:** The total structure of records and procedures that identify record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

**Accrual Basis of Accounting:** The basis of accounting under which revenues are recorded when earned and expenditures are recorded when goods are received and services performed even though the receipt of the revenue or the payment of the expenditure may take place, in whole or part, in another accounting period.

**Accrued Interest:** The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

**Ad Valorem Taxes (Property Taxes):** A tax levied on the assessed value of real and personal property.

**Adopted Budget:** The proposed budget as initially formally approved by the City Council.

**Amended Budget:** The adopted budget as formally adjusted by the City Council.

**Amortization:** The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

**Appropriation:** A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

**Arbitrage:** As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

**Assessed Valuation:** A value assigned to real estate or other property by a government as the basis for levying taxes.

**Asset:** Resources owned or held by a government which has monetary value.

**Audit:** An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

**Audit Report:** Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

**Available Funds:** Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

**Balance Sheet:** A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

**Balanced Budget:** A budget in which estimated revenues and other available funds equal or exceed estimated expenditures.

**Betterments (Special Assessments):** Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year's apportionment along with one year's committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

**Bond:** A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See



Note)

**Bond and Interest Record:** (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

**Bonds Authorized and Unissued:** Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

**Bond Issue:** Generally, the sale of a certain number of bonds at one time by a governmental unit.

**Bond Rating (Municipal):** A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poor's, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

**Budget:** A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

**Budget Amendment:** A formal action approved by the City Commission to adjust the fiscal year budget. These amendments take two forms: Transfer of an appropriation from one departmental budget to another; or, the appropriation of new sources of revenue.

**Budget Calendar:** A schedule of key dates which the City follows in the preparation, adoption and administration of the budget.

**Budget Message:** The opening section of the budget which provides a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the Mayor and City Manager.

**Budget Monitoring:** The evaluation of a governmental unit or fund in accordance with an approved budget for the purpose of keeping expenditures within the limits of available appropriations and available revenues.

**Capital Assets:** All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful life extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

**Capital Budget:** An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

**Capital Improvement Plan (CIP):** Appropriations of capital projects such as street improvements, building construction, and facility maintenance which are supported by a five-year expenditure plan. This plan details funding sources and expenditures amounts, which these projects will require beyond the one-year period of the annual budget.

**Capital Outlay:** An expenditure category for acquiring equipment, vehicles or machinery, which become additions to the City's fixed assets.

**Cash:** Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

**Cash Management:** The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

**Certificate of Deposit (CD):** A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.



**Classification of Real Property:** Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

**Collective Bargaining:** The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

**Consumer Price Index:** The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

**Cost-Benefit Analysis:** A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

**Debt Burden:** The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

**Debt Service:** The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

**Deficit:** An excess of expenditure or liabilities over income or assets in a given period.

**Delinquent Taxes:** Taxes that remain unpaid after the date on which a penalty for nonpayment is attached.

**Department:** An organizational unit responsible for carrying out a major governmental function.

**Division:** The second level in the formal City organization in which a specific function is carried out. A division may comprise a single department.

**Encumbrance:** A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

**Enterprise Funds:** An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

**Equalized Valuations (EQVs):** The determination of the full and fair cash value of all property in the community that is subject to local taxation.

**Estimated Receipts:** A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

**Exemptions:** A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

**Expenditure:** An outlay of money made by municipalities to provide the programs and services within their approved budget.

**Expenses:** An event in which an asset is used up or a liability is incurred.



**Fiduciary Funds:** Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

**Fiscal Year:** A 12-month period to which the operating budget applies. For Doral it begins October 1 and ends September 30.

**Fixed Assets:** Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

**Fixed Costs:** Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

**Float:** The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

**Franchise Fee:** A fee paid by public service businesses for use of City streets, alleys and property in providing their services to the citizens of a community. Services requiring franchise fees include electricity, telephone, natural gas refuse, and cable television.

**Full Faith and Credit:** A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

**Fund:** An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

**Fund Accounting:** Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

**Fund Balance:** The amount of equity held by the City to support future operations or emergencies. It is the difference between fund assets and fund liabilities.

**GASB 34:** A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

**GASB 45:** This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

**General Fund:** The fund used to account for most financial resources and activities governed by the normal appropriation process.

**General Obligation Bonds:** Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

**Generally Accepted Accounting Principles (GAAP):** Standardized accounting practices utilized in ensuring that financials are accurately recorded and managed.

**Goal:** A broad statement of desired conditions to be achieved through the efforts of an organization.

**Governing Body:** A board, committee, commission, or other executive or policy-making body of a municipality or school district.

**Government Finance Officers Association (GFOA):** The Government Finance Officers Association is a professional association of approximately 20,000 federal, state/provincial, and local finance officials throughout the United States and Canada.



**Governmental Fund:** Funds through which most general government functions are financed.

**Grant:** A contribution made by one governmental unit to another. The contribution is usually made to aid in the supports of a specified function, but it is sometimes for general purposes.

**Homestead Exemption:** Pursuant to the Florida State Constitution, the first \$25,000 of the assessed value of a home which the owner occupies as the principal residence is exempt from the property value.

**Indirect Cost:** Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

**Infrastructure:** The physical assets of a government (e.g., streets, water, sewer, public buildings, and parks).

**Interest:** Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

**Interest Rate:** The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

**Intergovernmental Revenues:** Funds received from federal, state, and other local governmental sources in the form of grants, shared revenues, and payments in lieu of taxes (PILOT).

**Investments:** Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

**Level of Services (LOS):** Capturing and realizing value from the organization's assets through the delivery of services.

**Line Item Budget:** A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

**Local Aid:** Revenue allocated by the state or counties to municipalities and school districts.

**Major Fund:** Those funds whose revenues, expenditures/expenses, assets or liabilities are at least 10 percent of the total for their fund category (governmental or enterprise) and 5 percent of the aggregate of all governmental and enterprise funds in total.

**Maturity Date:** The date that the principal of a bond becomes due and payable in full.

**Millage Rate:** One mill equals \$100 of tax for each \$1,000 of property value. The millage rate is the total number of mills of tax assessed against the value.

**Modified Accrual Basis:** The basis of accounting under which transactions are recognized when they become both measurable (i.e., an amount can be determined) and available (i.e., able to liquidate liabilities of the current period).

**Municipal(s):** (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

**Non-Major Fund:** Used to account for revenues derived from specific taxes or other earmarked revenue sources which finance specific activities as required by law or administrative action.

**Note:** A short-term loan, typically with a maturity date of a year or less.

**Objects of Expenditures:** A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."



**Official Statement:** A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

**Operating Budget:** A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

**Operating Expenses:** Expenditures associated with the general operation of a department such as office supplies, vehicle fuel, rent, utilities, etc.

**Operating Revenues:** Income derived from sources related to the City's everyday business operations.

**Ordinance:** A formal legislative enactment by the council or governing body of a municipality that has the full force and effect of law within the enacting City.

**Overlapping Debt:** A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

**Performance Budget:** A budget that stresses output both in terms of economy and efficiency.

**Principal:** The face amount of a bond, exclusive of accrued interest.

**Program:** A combination of activities to accomplish an end.

**Program Budget:** A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

**Proprietary Fund:** Fund used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector, such as Enterprise and Internal Service funds.

**Purchased Services:** The cost of services that are provided by a vendor.

**Refunding of Debt:** Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

**Reserves:** A portion of the fund balance or retained earnings legally segregated for specific purposes.

**Reserve Fund:** An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

**Revaluation:** The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

**Revenue:** Additions to assets which do not increase any liability or represent the recovery of an expenditure; do not represent the cancellation of certain liabilities or decreases in assets; and do not represent contributions of fund capital in enterprise and internal service funds.

**Revenue Anticipation Note (RAN):** A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

**Revenue Bond:** A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

**Revolving Fund:** Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

**Sale of Real Estate Fund:** A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.



**Special Revenue Fund:** Special Revenue Funds are used to account for the proceeds of specific revenue sources (other than major capital projects) requiring separate accounting because of the legal and/or regulatory provisions or administrative action.

**Stabilization Fund:** A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

**Strategic Planning:** A document outlining long-term goals, critical issues and action plans which will increase the organization's effectiveness in attaining its mission, priorities, goals, and objectives.

**Surplus Revenue:** The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

**Taxes:** Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

**Tax Rate:** The amount of property tax stated in terms of a unit of the municipal tax base; for example, \$14.80 per \$1,000 of assessed valuation of taxable real and personal property.

**Tax Title Foreclosure:** The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

**Tranche:** One, of a number of related securities offered as part of the same transaction.

**Trust Fund:** In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

**Uncollected Funds:** Recently deposited checks included in an account's balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank's reserves and they are not available for disbursement.)

**Undesignated Fund Balance:** Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

**Unreserved Fund Balance (Surplus Revenue Account):** The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders' equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

**Valuation (100 Percent):** The legal requirement that a community's assessed value on property must reflect its market, or full and fair cash value.

